MANAGEMENT ACTION PLAN



APPENDIX A AFRICAN-AMERICAN HERITAGE TOURISM INVENTORY

African-Americans have a rich history in Baltimore and have had an impact on the city's settlement and development since its inception. This inventory features some of the many accomplishments of noted African-Americans and the landmarks associated with them that lie within the Baltimore City Heritage Area.

- In memory of African-American soldiers from all branches of service, a nine-foot bronze statue was erected at Calvert and Lexington Streets. The statue is clothed in a uniform with patches and medals for service and valor. In his hand is a wreath and banner listing American wars.
- In 1863, John Henry Murphy, Sr., a former slave freed by the Emancipation Proclamation, purchased the name and printing equipment of a one-page weekly newspaper named the Afro-American at a public auction for \$200. Murphy started publishing his version of the newspaper from the basement of his home. The newspaper first focused on church events. In 1900 it merged with another church publication and became The Afro-American Ledger. In 1907, the newspaper was reincorporated as the Afro-American Company of Baltimore and in 1922, when Murphy died, the newspaper was a 12-page journal with a readership of 14,000, the highest circulation of any African-American publication in America at that time. The Afro-American is still owned and published by the Murphy family. Needing larger space, its headquarters moved from the original building at the corner of Druid Hill Avenue and Eutaw Street to another location in Baltimore City, where it continues to provide African-Americans with information not included in other media.
- The Arch Social Club was the first social club for African-Americans on the East Coast. Incorporated in 1912, the club featured live, national acts. During the 1930s and 1940s, the club provided housing for \$1.25 per week.
- The Arena Playhouse is the home of Baltimore's Arena Players, Inc., the oldest continuously operating and historically African-American community theater in the nation. From its humble beginnings in 1953 by a small group of fledgling actors and actresses, the Arena Players have become a Baltimore institution

with outstanding dramatic achievements. The late Howard Rollins and Charles Dutton are just two Baltimoreans who performed at the Arena Playhouse before moving on to national acclaim.

- The Avenue Market, formerly Lafayette Market, has been renovated as part of the Main Street redevelopment plan. The Avenue Market has a number of African-American owned and/or operated eateries and vendors. In the tradition of the jazz clubs that once lined Pennsylvania Avenue, live jazz is featured at the Avenue Market in the evenings on weekends.
- The Babe Ruth Birthplace and Museum contains exhibits on Babe Ruth and the Orioles, as well as a number of displays and souvenirs of the Negro League. Baltimore had two teams that were part of the Negro League: The Baltimore Elite Giants and The Baltimore Black Sox. Both were members of the Eastern Colored League (ECL), which was later replaced by the American Negro League (ANL).
- Camden Station, now part of Oriole Park, was used by Harriett Tubman to help slaves to their freedom in the North. This particular site is noted as the first B&O Railroad station along the Underground Railroad. Tubman helped many slaves, including her parents, escape to freedom.
- Coppin State College had its origins in 1900 at Frederick Douglass High School, when the Baltimore City School Board initiated a one-year training course for the preparation of African-American elementary school teachers. Nine years later ,this course was moved out of the high school to a building used for training. The school was named Fanny Jackson Coppin Normal School in honor of an outstanding African-American woman who pioneered teacher education. In 1938, the curriculum was expanded to four years to issue a Bachelor of Science degree and the name of the school was changed to Coppin Teachers College. After a 12-year struggle, Coppin became part of the higher education system of the Maryland Department of Education and was renamed Coppin State College. Housed in its library is an exhibit containing memorabilia of Cab Calloway, another famous Baltimorean. Musical programs and training are offered in Cab Calloway's honor.
- Baltimore's Convention Center is built partially on land once used for slave auctions. Many slaves were sold at this location.

- The Eutaw Street entrance to Oriole Park at Camden Yards, home of the Baltimore Orioles, was renamed to honor Leon Day. Leon Day was a talented pitcher who played for 22 years and was the 12th Negro League player to be inducted into the National Baseball Hall of Fame in 1995.
- In 1838, Frederick Douglass was a 20-year-old slave working as a caulker at William Price's shipyard. He lived with his master, Hugo Auld, on Fell Street. He learned to read and write before his escape to freedom. Fifty years later, he returned as a prosperous and famous man. He built five houses on Strawberry Alley that he named Douglass Terrace. Today it is Dallas Street. The homes are on the west Side of Dallas Street, North of Fleet Street.
- Druid Hill Park, which contains the Baltimore Zoo, is the third oldest designated park in the United States. Within the park is the Baltimore Tennis Marker, adjacent to the Conservatory, listing the names of 24 people arrested for protesting segregated tennis courts on July 11, 1948. These 24 players came from tennis courts located in the Negro area of the park to play on the white's only court and were arrested.
- The Eubie Blake National Jazz Institute and Cultural Center features an array of artifacts, memorabilia, and exhibits about James Hubert Eubie Blake. A pianist and composer, he lived to be 100 years old. This museum is in the heart of what will be The Avenue of the Arts focusing on African-American entertainment, history, and culture.
- Fells Point was the first and primary area where Southern blacks sought jobs and homes upon coming to Baltimore. The maritime industry, commerce, and food processing were a steady source of employment. Many African-Americans lived in the smaller houses behind the homes in which they worked because it was against the law for blacks and whites to live on the same street.
- Frederick Douglass High School dates back to 1867, and was the first and only colored high school in Maryland until 1918. It also was the first colored high school below the Mason-Dixon Line. High school courses were added in 1883 and in 1885, and 15 pupils were enrolled in the high school curriculum. In 1889, the first graduating class received diplomas. In the early 1920s, the school was named Frederick Douglass High School in honor of the great abolitionist, orator, and statesman.

- Under development by the Living Classrooms Foundation is the Frederick Douglass-Isaac Myers Maritime Park. Scheduled to open in 2001, this learning laboratory will celebrate Maryland's African-American maritime and shipbuilding history with a working marine railway and the repair of historic vessels.
- Henry Highland Garnet Park was named after the son of an enslaved African chief who became a Presbyterian preacher and lecturer.
- The Great Blacks in Wax Museum is the first and only museum of its kind in the country. Exhibits chronicle more than 5,000 years of African-American experiences and include a slave ship replica
- Henry Hall, an African-American sometimes referred to as the Father of Baltimore's Black Engineers, donated his rare fish collection to the National Aquarium before it was built. He also made the tanks and filters that housed his 35 rare and outstanding species. In honor of Henry Hall, the Aquarium developed the Henry Hall Foundation.
- Matthew Henson came to Baltimore as a boy. He learned math and navigation skills while working as a cabin boy on the ships that docked in Baltimore. He also learned the language of the Eskimos and how to survive in cold environments. Henson codiscovered the North Pole with Admiral Perry in 1909. His contributions are celebrated in Maryland on April 6, recognized as Matthew Henson Day.
- As a tribute to Billie Holiday, an eight-and-one-half foot statue that features Holiday with her trademark gardenia in her hair was placed directly across from Providence Baptist Church on Pennsylvania Avenue, between Lanvale and Lafayette Streets. Born Eleanora Fagan in Baltimore in 1915, Lady Day was best known for ballads such as "God Bless the Child" and "Strange Fruit." She first recorded with Benny Goodman in 1933 and later with famous musicians and composers such as Count Basie, Artie Shaw, and Teddy Wilson. In Baltimore, she is referred to as Baltimore's First Lady of Song. Each year, a Billie Holiday contest takes place in Baltimore to find the best singer of Holiday's songs.
- Billie Holiday reportedly began her public singing career at her uncle's row house, a public smoker and lounge, on Caroline Street.

- The Lillie May Carroll Jackson House Museum honors the woman who was president of Baltimore's NAACP chapter from 1935 until 1969. Upon her death, her daughter developed a museum dedicated to freedom fighters and her mother's role in the civil rights struggle. The museum is the first in honor of an African-American woman.
- At the Johns Hopkins Hospital, two notable African-Americans, Dr. Levi Watkins and Dr. Benjamin Carson, currently perform medical miracles including separating Siamese twins and performing heart surgery.
- Joshua Johnson, the first prominent African-American portrait painter in the United States, lived and worked in Baltimore from 1765 to 1830. His studio was located at the present site of the Morris A. Mechanic Theater in downtown Baltimore. A marker at the theater honors him. In the 1814 Baltimore Directory, Johnson is listed as living on Strawberry Alley. Some of his paintings show a child holding a strawberry.
- A marker at 1632 Division Street indicates the site of the house in which Thurgood Marshall resided as a child. Although Marshall was refused admittance to the University of Maryland School of Law because of his race, he attended Howard University in Washington, D.C., where he obtained his law degree. Thurgood Marshall was an attorney, judge, U.S. Solicitor General, and the first African-American Supreme Court Justice. There is a statue of Thurgood Marshall at Sharp and Pratt Streets, which you will pass by later on in the tour.
- At Pratt and Sharp Streets is the Thurgood Marshall Statue, honoring the first African-American to become a U.S. Supreme Court Justice.
- The Maryland Historical Society contains a number of artifacts relating to the history of African-Americans in Baltimore. Many of these are on view as part of their exhibits or can be accessed through the library's extensive collections.
- The proposed Maryland Museum of African American History and Culture will be the second largest museum of its kind in the world.
- The Clarence M. Mitchell, Jr. Courthouse spanning the length of one city block is named after the Baltimore native who was a lawyer and civil rights leader. He also served as executive director of the Washington, D.C. branch of the NAACP.

- Isaac Myers, born a child of free parents in 1835, was an apprentice caulker for the clipper ships. With Myers' leadership, a group of black workers formed the Chesapeake Marine Railway and Dry Dock Company. The company purchased a shipyard, located at Philpot and Wills Streets, and employed up to 300 African-American workers at one time. It was one of the earliest and largest black-owned businesses in America. In 1866 Myers became president of the Colored Caulkers Trade Union Society of Baltimore and later was elected president of the Colored National Labor Union, the first such national organization in America.
- Truman Pratt, a former slave of Maryland Governor John Eager Howard, founded the Orchard Street Church in 1825. At the church, a passageway leads to a sub-basement level three floors below revealing an underground cistern and a portion of an underground tunnel. The tunnel under the church suggests that it was a stop along the Underground Railroad, providing a secret route and temporary hiding area for slaves escaping to freedom. The building now houses the Baltimore Urban League.
- The headquarters of Parks Sausage is at 3300 Henry Parks Circle. You may remember commercials with the tagline, "More Parks Sausages Mom, Please!" Originally owned by Baltimorean Henry Parks, the company has been purchased by other African-Americans. At one time, Parks Sausage was the largest African-American-owned manufacturing company in the United States. It was the first African-American company to be traded on Wall Street. In recognition of the accomplishments of the company, the name of the street where the company is located was changed to Henry Parks Circle.
- The Peale Museum, near City Hall, was built as a museum in 1814 by Rembrandt Peale. It is the oldest museum building in the nation and among the oldest in the world. This museum also was the first in America to be lighted with gas, starting in 1816. In 1878, the Peale Museum was used as the Number One Colored Primary School, the first free public school for African-American children in the city. Baltimore-born composer and pianist Eubie Blake attended this school.
- Pennsylvania Avenue and its surrounding community were the Baltimore equivalent of Harlem in New York. This area was where African-Americans from Baltimore and other cities came

for shopping, dining, entertainment, and nightlife. African-Americans could not try on clothes in department stores elsewhere, so they shopped along Pennsylvania Avenue. During the 1920s through the 1950s, African-Americans owned and operated most of the businesses. Currently, the area is slated for a full renovation and redevelopment as a Main Street community in Baltimore.

- The historic Pennsylvania Avenue A.M.E. Zion Church, like many others, has expanded but maintained the original structure.
- The President Street Railroad Station is now home to the Baltimore Civil War Museum. It is a confirmed stop along the Underground Railroad. Frederick Douglass escaped from slavery at this train station, which is the earliest surviving urban passenger railroad station in the country. Operating since 1850 or 1851, passenger service continued until 1873 and freight service continued into the 1960s. The museum includes an exhibit about Baltimore's Colored Troops who fought in the Civil War.
- Provident Hospital was founded in 1894 to provide medical treatment and training for African American nurses and doctors. Currently located at 1600 Liberty Heights Avenue, the hospital was moved from its original site and the name was changed to Liberty Medical Center.
- The Royal Theater, a rival of Harlem's Apollo Theatre, attracted entertainers such as Jackie "Moms" Mabely, Redd Foxx, Duke Ellington, Count Basie, Nat King Cole, The Temptations, The Supremes, Fats Waller, and of course, Billie Holiday. Opened in 1922, the Royal Theater closed in 1970 and was demolished in 1971. The Robert C. Marshall elementary school was built on the site. A proposed monument to the Royal Theater is planned along with a new entertainment facility.
- In 1828, Mother Mary Elizabeth Lange, a Haitian refugee, founded with three other nuns the Oblate Sisters of Providence, the oldest African-American Catholic religious order. In 1829, she opened the doors to Christian education for colored children at Aliceanna and Ann Streets. It is the oldest Catholic school for African-American children in the United States and the oldest Catholic secondary school in the Archdiocese. The school has moved several times but is still operating as St. Frances Academy and Chapel at a new location, 501 E Chase Street. Mother Lange

died in 1882. The room in which she died is preserved in memory of her work.

- At the corner of Pennsylvania Avenue and North Freemont Avenue is Saint Peter Claver Roman Catholic Church. Established in 1888, this Baltimore parish is the first in the world dedicated to Saint Peter Claver, the Apostle for the Slaves. The school associated with the church is the state's oldest private African American school that is still in existence.
- In 1987, Kurt L. Schmoke, a native of Baltimore, became the first African-American elected Mayor of Baltimore. He is a graduate of Yale who also received a Rhodes scholarship to Oxford in England. He then returned to the United States and graduated from Harvard Law School.
- Sojourner-Douglass College was named in honor of Sojourner Truth and Fredrick Douglass and is one of several Historically Black Colleges in Baltimore. It has four off-campus sites in Annapolis, Cambridge, and Salisbury, Maryland, and Nassau, Bahamas. Other Historically Black Colleges in Baltimore include Morgan State University, which was founded after the Civil War in 1867 as the Centenary Biblical Institute, and Coppin State College (see above).
- In the 1500 block of Pennsylvania Avenue, was the Sphinx Club, formerly one of the area's popular nightclubs.
- The Upton/Marble Hill area continues to be the heart of the religious community for African-Americans and is the location of many churches including:
- Bethel A.M.E. Church is the oldest independent African-American institution in Baltimore. It was founded in 1785 when African-Americans withdrew from the Methodist Church because of racially segregated seating. Daniel Payne Coker organized the church and was its first pastor and the first African-American in Maryland to publish a book. In 1816, he became the first African-American Methodist Episcopal bishop.
- Union Baptist Church was organized in 1852 under the leadership of Reverend Harvey Johnson. Reverend Johnson also founded the Colored Convention in 1898, which evolved into the United Baptist Missionary Association. The church became a center for the civil rights movement.
- Sharp Street Methodist Church was founded in 1802. Due to the congregational descendants from the first African-American

congregation in Baltimore, the church is known as the "Mother Church" of black Methodism in Maryland.

■ USS *Constellation* is the last all sail warship built by the US Navy and the only Civil War era naval vessel still afloat. From 1859 to 1861, USS *Constellation* was flagship of the African Squadron stationed off the mouth of the Congo River. Her mission was to interdict vessels engaged in the slave trade and to repatriate any rescued Africans to the newly formed country of Liberia. During the time that the *Constellation* was on this station, she captured three slave ships and set free 705 men, women and children. The squadron as a whole captured a total of 14 ships and liberated over 4,000 people. Before and during the Civil War, USS *Constellation* had several African-Americans in her crew and that number grew as the war progressed. An African-American sailor, James Evans, was a petty officer on board in the position of coxswain, in charge of one of the ship's boats.

■ The Wall of Pride mural portrays African American leaders.

APPENDIX B HERITAGE RESOURCE AND ATTRACTIONS DATABASE

BALTIMORE CITY HERITAGE AREA, LIST OF ATTRACTIONS

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Attraction	Top of the World	Inner Harbor	Yes	No	Yes	No
Boulevards	University Parkway/33rd Street Boulevard	Between Wyman & Clifton Parks	Yes	No	No	Yes
Boulevards	Broadway	East side of downtown	Yes	No	No	Yes
Boulevards	Eutaw Place	West side of downtown	Yes	No	No	Yes
Cemetery	Mt. Auburn Cemetery	2630 Waterview Avenue	Yes	Yes	Yes	No
Cemetery	Baltimore Cemetery	E. North Avenue & Rose Street	Yes	Yes	Yes	No
Cemetery	Baltimore Hebrew Congregation Cemetery		Yes	No	Yes	No
Cemetery	Mt. Olive Cemetery	2930 Frederick Road	Yes	No	Yes	No
Cemetery	Western Cemetery	3001 Edmondson Avenue	Yes	No	Yes	No
Cemetery	Loudon Park Cemetery	3801 Frederick Avenue	Yes	No	Yes	No
Cemetery	New Cathedral Cemetery	4300 Old Frederick Road	Yes	No	Yes	No
Cemetery	Westminster Burying Ground	Greene & Fayette Streets	Yes	No	Yes	No
Cemetery	Greenmount Cemetery	Greenmount & Olive Streets	Yes	No	Yes	No
Cemetery	Old St. Paul's Cemetery	N. Charles at Saratoga Street	Yes	No	Yes	No
Church/Synagogue	Sharp Street United Methodist Church	11814 Eastern Avenue	Yes	Yes	Yes	No
Church/Synagogue	Bethel African American Episcopal Church	1300 Druid Hill Avenue	Yes	Yes	Yes	No
Church/Synagogue	Lovely Lane Methodist Church	2200 St. Paul Street	Yes	Yes	Yes	No
Church/Synagogue	Orchard Street United Methodist Church	512 Orchard Street	Yes	Yes	Yes	No
Church/Synagogue	Lloyd Street Synagogue	11 Lloyd Street	Yes	No	Yes	No
Church/Synagogue	Old Otterbein United Methodist Church	112 W. Conway Street	Yes	No	Yes	No
Church/Synagogue	Cathedral of Mary Our Queen	5300 N. Charles Street	Yes	No	Yes	No
Church/Synagogue	Old St. Mary's Seminary Chapel	600 N. Paca Street	Yes	No	Yes	No
Church/Synagogue	Basilica of the Nat'l Shrine of the Assumption	Cathedral & Mulberry Streets	Yes	No	Yes	No
Church/Synagogue	Old St. Paul's Episcopal Church	North Charles at Saratoga Street	Yes	No	Yes	No
Cultural Inst./Historic	NAACP HQ & Dorothy Parker Mem.	4805 Mt. Hope Drive	Yes	Yes	Yes	No
Cultural Inst./Theater	Coppin State College	2553 North Avenue	Yes	Yes	Yes	No
Cultural Inst./Theater	Arena Theater	601 McCullough Street	Yes	Yes	Yes	No
Cultural Inst./Theater	Morgan State University	Hillen Road & Coldspring Lane	Yes	Yes	Yes	No
Cultural Inst./Theater	Murphy Fine Arts Center	Hillen Road & Coldspring Lane	Yes	Yes	Yes	No
Cultural Inst./Theater	Peabody Conservatory	1 E. Mt. Vernon Place	Yes	No	Yes	No
Cultural Inst./Theater	Baltimore American Indian Center	113 S. Broadway	Yes	No	Yes	No
Cultural Inst./Theater	Meyerhoff Symphony Hall	1212 Cathedral Street	Yes	No	Yes	No
Cultural Inst./Theater	Lyric Theater	140 W. Mt. Royal Avenue	Yes	No	Yes	No
Cultural Inst./Theater	Charles Theater	1711 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Everyman Theater	1727 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Vagabond Theater	206 S. Broadway	Yes	No	Yes	No
Cultural Inst./Theater	Morris A. Mechanic Theater	25 Hopkins Plaza	Yes	No	Yes	No
Cultural Inst./Theater	Fells Point Corner Theater	251 S. Ann Street	Yes	No	Yes	No
Cultural Inst./Theater	Patterson Theater	3134 Eastern Avenue	Yes	No	Yes	No

APPENDIX B

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Cultural Inst./Theater	Johns Hopkins University	3400 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Shriver Hall	3400 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Axis Theater	3600 Clipper Mill Road	Yes	No	Yes	No
Cultural Inst./Theater	Enoch Pratt Free Library	400 Cathedral Street	Yes	No	Yes	No
Cultural Inst./Theater	Senator Theater	5904 York Road	Yes	No	Yes	No
Cultural Inst./Theater	Center Stage	700 N. Calvert Street	Yes	No	Yes	No
Cultural Inst./Theater	St. Paul Street Theater		Yes	No	No	No
Cultural site	Wall of Pride	N. Carey & Cumberland Streets	Yes	Yes	Yes	No
Cultural/ethnic	Little Italy	Neighborhood	Yes	No	Yes	No
Cultural/ethnic	Greektown	Eastern Avenue/Oldham Street	Yes	No	Yes	No
Cultural/ethnic	Corned Beef Row	Lombard Street	Yes	No	Yes	No
Historic	Hampden	Neighborhood	No	No	No	No
Historic	Woodberry	Neighborhood	No	No	No	No
Historic	Locust Point Marine Terminal	On Middle and Northwest Branches	No	No	No	No
Historic District	Mill Hill Deck of Cards Historic District	2600 Wilkens Avenue	No	No	Yes	No
Historic District	Upton's Marble Hill Historic District	Along Druid Hill Avenue	No	No	Yes	No
Historic District	Ridgely's Delight Historic District	Along Harbor City Boulevard	No	No	Yes	No
Historic District	Washington Hill Historic District	Around Baltimore Street & Broadway	No	No	Yes	No
Historic District	Butchers Hill Historic District	Around Chester & Lombard Streets	No	No	Yes	No
Historic District	Union Square Historic District	Baltimore, Hollins, Lombard & Pratt	No	No	Yes	No
Historic District	Loft Historic Districts (North & South)	Between Eutaw & Greene Streets	No	No	Yes	No
Historic District	Bolton Hill Historic District	Between Eutaw & Mt. Royal	No	No	Yes	No
Historic District	Mt. Royal Terrace Historic District	Between Mt. Royal Terrace & Park	No	No	Yes	No
Historic District	Canton Historic District	Between Patterson Park & Fells Point	No	No	Yes	No
Historic District	Old Goucher College Historic District	Central Baltimore	No	No	Yes	No
Historic District	Cathedral Hill Historic District	Charles & Cathedral Streets	No	No	Yes	No
Historic District	Seton Hill Historic District	Downtown, around St. Mary's	No	No	Yes	No
Historic District	Business & Government Historic District	Downtown, north of Inner Harbor	No	No	Yes	No
Historic District	Waverly Historic District	E. 34th Street, near Memorial	No	No	Yes	No
Historic District	Eutaw Place/Madison Place Historic District	Eutah Place & Madison Avenue	No	No	Yes	No
Historic District	Federal Hill Historic District	Federal Hill	No	No	Yes	No
Historic District	Fells Point Historic District	Fells Point	No	No	Yes	No
Historic District	Madison Park Historic District	Madison Avenue south of North	No	No	Yes	No
Historic District	Little Montgomery Street Historic District	Montgomery Street at Leadenhall	No	No	Yes	No
Historic District	Stirling Street Historic District	Monument & Ensor Streets	No	No	Yes	No
Historic District	Mount Vernon Historic District	Mount Vernon	No	No	Yes	No
Historic District	Charles Village/Abell Historic District	North Central Baltimore	No	No	Yes	No
Historic District	Roland Park Historic District	North Central Baltimore	No	No	Yes	No
Historic District	Brick Hill Historic District	Oakington & Seneca Streets	No	No	Yes	No

Historic District St. Paul Street Historic District West Baltimore No	Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Historic District Franklin Square Historic District West Baltimore City No No No Yes No Historic District Orudi Hill Park Historic District West Central Baltimore No No No Yes No No Historic District West of Inner Harbor No No No Yes No Historic District Dickeylle Historic District Western Baltimore City No No Yes No Historic Property Dunbar High School 1400 Orleans Street No Yes Yes No Historic Property Banneker Building 14th & E. Pleasant Streets No Yes Yes No Historic Property Frederick Douglas High School 2301 Gwynns Falls Parkway No Yes Yes No Historic Property Frederick Douglas High School 1500 E. Chase Street No Yes Yes No Historic Property St. Francis Academy 1500 E. Chase Street No Yes Yes No Historic Property Elevebere Hotel 1.E. Chase Street Yes No Yes No Yes No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Mr. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Mr. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property American Brewery 1701 N. Gay Street No No Yes No Historic Property American Enewery 1701 N. Gay Street No No Yes No Historic Property American Can Company Building 601 Broadway No No Yes No Historic StleMarker Historic Property American Can Company Building 601 Broadway No No Yes	Historic District	St. Paul Street Historic District	St. Paul Street near Penn Station	No	No	Yes	No
Historic District Druid Hill Park Historic District West Central Baltimore No No Ves No Historic District District District West of Inner Harbor No No Ves No No Ves No Historic District District District Western Baltimore City No No Ves No No Historic Property Dunbar High School 1400 Orleans Street No Ves Ves No Historic Property Banneker Building 1410 & F. Pleasant Streets No Ves Ves No Historic Property Banneker Building 1410 & F. Pleasant Streets No Ves Ves No Historic Property St. Francis Academy 501 & C. Chase Street No Ves No Ves No Historic Property Belvedere Hotel 1 & C. Chase Street Ves No Ves No Ves No Historic Property Pennsylvania Stalion 1500 N. Charles Street Ves No Ves No Ves No Historic Property Pennsylvania Stalion 1500 N. Charles Street Ves No Ves No Historic Property Pennsylvania Stalion 1500 N. Charles Street Ves No Ves No Historic Property Pennsylvania Stalion 1500 N. Charles Street Ves No Ves No Historic Property Ridinary Hotel 1500 N. Charles Street Ves No Ves No Historic Property National Road U.S. 40 U.S. 40 Ves No Ves No Historic Property American Brewery 1701 N. Gay Street No No No Ves No Historic Property American Brewery 1701 N. Gay Street No No No Ves No Historic Property American Brewery 1701 N. Gay Street No No No Ves No Historic StleMarker Billie Holiday Statue/Park Pennsylvania Avenue & Lanvale Ves No Ves No No Historic StleMarker No No Ves No No Ves No No No Ves No No Ves No No No Ves No No No Ves No No No No Ves No No No No Ves No No No No No No No N	Historic District	Barre Circle Historic District	West Baltimore	No	No	Yes	No
Historic District Olterbein Historic District West of Inner Harbor No No Ves No Historic District Western Baltimore City No No No Yes No No Historic Property Dunbar High School 1400 Orleans Street No Yes Yes No Historic Property Banacker Building 14th & E. Pleasant Streets No Yes Yes No Historic Property Frederick Douglas High School 2901 Gwynns Falls Parkway No Yes Yes No Historic Property Frederick Douglas High School 2901 E. Chase Street No Yes Yes No Historic Property Belwedere Hotel 1 E. Chase Street No Yes No Yes No Historic Property City Hall 100 Holiday Street Yes No Yes No Historic Property City Hall 100 Holiday Street Yes No Yes No Historic Property Lord Baltimore Hotel 20 W. Baltimore Street Yes No Yes No Historic Property Lord Baltimore Hotel 20 W. Baltimore Street Yes No Yes No Historic Property Mr. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Analonal Road U.S. 40 Yes No Yes No Historic Property American Brewery 1701 N. Gay Street No No Yes No Historic Property American Brewery 1701 N. Gay Street No No No Yes No Historic Property American Brewery 1701 N. Gay Street No No No Yes No Historic Property American Can Company Building Boston & Hudson Street Yes Yes Yes Yes No Historic Sile/Marker Holication Marker No No Yes No Historic Sile/Marker Holication Salue Marker No No Yes No Historic Sile/Marker N	Historic District	Franklin Square Historic District	West Baltimore City	No	No	Yes	No
Historic District Dickeyville Historic District Western Baltimore City No Ves No No Ves No Historic Property Dunbar High School 1400 Orleans Street No Ves Ves No No Historic Property Banneker Building 14th & E. Pleasant Streets No Ves Ves No Historic Property Frederick Douglas High School 2301 Gwynns Falls Parkway No Ves Ves No Historic Property St. Francis Academy 501 E. Chase Street No Ves Ves No Historic Property Belvedere Hotel 1 E. Chase Street Yes No Ves No Ves No Historic Property City Hall 100 Holday Street Yes No Ves No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Lord Baltimore Hotel 20 W. Baltimore Street Yes No Yes No Historic Property Mit. Royal Station Wit. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Mit. Royal Station Wit. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Mit. Royal Station Wit. Royal Avenue & Cathedral Street Yes No Yes No No Yes No Historic Property American Brewery 1701 N. Gay Street No No Yes No Historic Property Johns Holding 601 Broadway No No Yes No Historic Property Johns Holding 601 Broadway No No Yes No Historic Site/Marker Billie Holiday Statue/Park Pennsylvania Avenue & Lanvale Yes Yes Yes Yes Yes Yes No Historic Site/Marker Fort McHenry National Monument E. Fort Avenue Yes No Yes No No Y	Historic District	Druid Hill Park Historic District	West Central Baltimore	No	No	Yes	No
Historic Property	Historic District	Otterbein Historic District	West of Inner Harbor	No	No	Yes	No
Historic Property Frederick Douglas High School 2301 Gwynns Falts Parkway No Yes Yes No Historic Property Frederick Douglas High School 2301 Gwynns Falts Parkway No Yes Yes No Historic Property Behedere Hotel 1E. Chase Street No Yes No Yes No Historic Property Behedere Hotel 1E. Chase Street Yes No Yes No Historic Property Clty Hall 100 Holiday Street Yes No Yes No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Dentsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Dentsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Mt. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property No Mational Road No Yes No Historic Property No Mational Road No Yes No Historic Property No Marcina Brewery No Historic Property American Can Company Building No No No Yes No Historic Property American Can Company Building No No No Yes No Historic Property American Can Company Building No No No Yes No No Historic Property American Can Company Building No No No No Yes Yes Yes Historic Stle/Marker Method Michael No No No Yes Yes No Historic Stle/Marker Method Michael No No Yes Yes No Historic Stle/Marker Michael No No No Yes No Yes Yes Historic Stle/Marker Michael No No No Yes No Yes Yes No Historic Stle/Marker Michael No No No Yes No Yes Yes No Historic Stle/Marker No No Michael No No No Yes No No Yes Yes No Historic Stle/Marker Hote No No No Yes No No Yes No No Historic Stle/Marker No No No Yes No No No Yes No No Historic Stle/Marker No No No Yes No No No Yes No No Historic Stle/Marker No No No Yes No No No Yes No No Historic Stle/Marker No No No Yes No No No Yes No No No Yes No No Historic Stle/Marker No No No Yes No No No Yes No No No Yes No No No No	Historic District	Dickeyville Historic District	Western Baltimore City	No	No	Yes	No
Historic Property Frederick Douglas High School 2301 Gwynns Falls Parkway No Yes Yes No Historic Property St. Francis Academy 501 E. Chase Street No Yes No Historic Property Belweder Hotel 1 E. Chase Street Yes No Yes No Historic Property City Hall 100 Holiday Street Yes No Yes No Historic Property Lord Battimore Hotel 20 W. Battimore Street Yes No Yes No Historic Property Mt. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Mt. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property American Brewery 1701 N. Gay Street No No Yes No Historic Property American Brewery 1701 N. Gay Street No No Yes No Historic Stle/Marker American Can Company Building 601 Broadway No <td< td=""><td>Historic Property</td><td>Dunbar High School</td><td>1400 Orleans Street</td><td>No</td><td>Yes</td><td>Yes</td><td>No</td></td<>	Historic Property	Dunbar High School	1400 Orleans Street	No	Yes	Yes	No
Historic Property St. Francis Academy 501 E. Chase Street No Yes No Historic Property Belvedere Hotel 1 E. Chase Street Yes No Yes No Historic Property City Hall 100 Holiday Street Yes No Yes No Historic Property Lord Baltimore Hotel 250 N. Charles Street Yes No Yes No Historic Property Mt. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property National Road U.S. 40 Yes No Yes No Historic Property Gramery Building 1701 N. Gay Street No No Yes No Historic Property Johns Hopkins Building 601 Broadway No No Yes No Historic Site/Marker Bille Holiday Statue/Park Pennsylvania Avenue & Lanvale Yes Yes Yes Yes Yes Yes Yes Yes Historic Site/Marker Fort Melenry National Monument E. Fort Av	Historic Property	Banneker Building	14th & E. Pleasant Streets	No	Yes	Yes	No
Historic Property	Historic Property	Frederick Douglas High School	2301 Gwynns Falls Parkway	No	Yes	Yes	No
Historic Property City Hall 100 Holiday Street Yes No Yes No Historic Property Pennsylvania Station 1500 N. Charles Street Yes No Yes No Historic Property Lord Baltimore Hotel 20 W. Baltimore Street Yes No Yes No Historic Property Mt. Royal Station Mt. Royal Avenue & Cathedral Street Yes No Yes No Historic Property Malonal Road U.S. 40 Yes No Yes No Historic Property Gramercy Building 1701 N. Gay Street No No Yes No Historic Property Johns Hopkins Building 601 Broadway No No Yes No Historic Stle/Marker Billie Holiday Statue/Park Pennsylvania Avenue & Lanvale Yes Yes Yes Yes Historic Site/Marker Brid McHenry National Monument E. Fort Avenue Yes Yes Yes Yes Yes Yes Yes Historic Site/Marker Federick Douglas Statue	Historic Property	St. Francis Academy	501 E. Chase Street	No	Yes	Yes	No
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Historic Property Johns Hopkins Building 601 Broadway No No No Yes No Historic Property American Can Company Building Boston & Hudson Streets No No No Yes Yes Yes Historic Site/Marker Billie Holiday Statue/Park Pennsylvania Avenue & Lanvale Yes Yes Yes Yes Yes Historic Site/Marker Fort McHenry National Monument E. Fort Avenue Yes No Yes Yes No Yes Historic Site/Marker Frederick Douglas Statue At Morgan State University Yes Yes Yes No Historic Site/Marker Joshua Johnson Marker At Morris A. Mechanic Theater Yes Yes Yes No Historic Site/Marker Black Soldiers Statue Calvert Street Median Yes Yes Yes No Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Median Yes No Yes No Historic Site/Marker Holocaust Memorial Canton Cove Park Yes No Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic/Cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes No Yes Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes No Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes No No Yes No Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes No No Yes No No Market Northeast Market 1806 S. Charles Street Yes No Northeast Market Yes No Northeast Market 1806 S. Charles Street Yes No No Yes No Northeast Market Northeast Market 1806 S. Charles Street Yes No No Yes No Northeast Market Northeast Market 1806 S. Charles Street Yes No No Yes No Northeast Market Northea	Historic Property	Gramercy Building		No	No	Yes	No
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Historic Site/Marker Billie Holiday Statue/Park Pennsylvania Avenue & Lanvale Yes Yes Yes Yes Yes Historic Site/Marker Fort McHenry National Monument E. Fort Avenue Yes No Yes Yes No Yes Historic Site/Marker McKim Center 1120 E. Baltimore Street Yes Yes Yes Yes No Historic Site/Marker Frederick Douglas Statue At Morgan State University Yes Yes Yes Yes No Historic Site/Marker Joshua Johnson Marker At Morris A. Mechanic Theater Yes Yes Yes Yes No Historic Site/Marker Black Soldiers Statue Calvert Street Median Yes Yes Yes Yes No Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes Major Rec. Facility Pimlico Race Track West of Inner Harbor Yes No No No Yes Major Rec. Facility Reven Stadium West of Inner Harbor Yes No No No Yes Major Rec. Facility Reven Stadium West of Inner Harbor Yes No No Yes No Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No No Market Northeast Market 1700 Pennsylvania Avenue Yes No No Yes No Market Northeast Market 1065 S. Charles Street Yes No No Yes No No Hes Market Northeast Market 1201 E. Monument Street Yes No No Yes No No No Yes No Northeast Market Northeast Market 1201 E. Monument Street Yes No No Yes No No No Yes No Northeast Market	Historic Property	Johns Hopkins Building	601 Broadway	No	No	Yes	No
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Historic Site/Marker Frederick Douglas Statue At Morgan State University Yes Yes No Historic Site/Marker Joshua Johnson Marker At Morris A. Mechanic Theater Yes Yes Yes No Historic Site/Marker Black Soldiers Statue Calvert Street Median Yes Yes Yes No Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes Najor Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes No Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes No Yes No Market Northeast Market 1065 S. Charles Street Yes No No Yes No No Yes No Market Northeast Market 1065 S. Charles Street Yes No No Yes No Northeast Market Yes No Northeast Market 1016 S. Charles Street Yes No No Yes No Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Northeast Market Yes No Northeast Market Yes No Northeast Market Yes No Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market Northeast Market 1016 S. Charles Street Yes No Northeast Market Northeast Market Northeast Market Yes No Northeast Market Northeast Mark	Historic Site/Marker	Fort McHenry National Monument	E. Fort Avenue	Yes	No	Yes	Yes
Historic Site/Marker Joshua Johnson Marker At Morris A. Mechanic Theater Yes Yes Yes No Historic Site/Marker Black Soldiers Statue Calvert Street Median Yes Yes Yes No Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes No Market The (Pennsylvania) Avenue Market 1005 S. Charles Street Yes No No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No Yes No	Historic Site/Marker	McKim Center	1120 E. Baltimore Street	Yes	Yes	Yes	No
Historic Site/Marker Black Soldiers Statue Calvert Street Median Yes Yes Yes No Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/Cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes No Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No Yes No	Historic Site/Marker	Frederick Douglas Statue	At Morgan State University	Yes	Yes	Yes	No
Historic Site/Marker Thurgood Marshall Birthplace 1632 Division Street No Yes No Yes No Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes No Yes No Market Northeast Market Street Market Yes No Yes No No Yes No Market Northeast Market Street Market Yes No Yes No No Yes No Market Northeast Market Street Yes No Yes No No Yes No Market Northeast Market Street Yes No Yes No No Yes No Market Northeast Market Street Yes No Yes No No No Yes No Market Northeast Market Street Yes No Yes No No Yes No Market Northeast Market Street Yes No No Yes No Northeast Market Street Yes Northeast Market Yes Nor	Historic Site/Marker	Joshua Johnson Marker	At Morris A. Mechanic Theater	Yes	Yes	Yes	No
Historic Site/Marker Shot Tower 801 E. Fayette Street Yes No Yes No Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Northeast Market 1065 S. Charles Street Yes No Yes No No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No No Yes No	Historic Site/Marker	Black Soldiers Statue	Calvert Street Median	Yes	Yes	Yes	No
Historic Site/Marker Korean War Memorial Canton Cove Park Yes No Yes No Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Northeast Market 1065 S. Charles Street Yes No Yes No No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Historic Site/Marker	Thurgood Marshall Birthplace	1632 Division Street	No	Yes	Yes	No
Historic Site/Marker Holocaust Memorial Lombard & Gay Streets Yes No Yes No Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/Cultural National Historic Seaport of Baltimore Inner Harbor Yes No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Cross Street Market 1065 S. Charles Street Yes No Yes No No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Historic Site/Marker	Shot Tower	801 E. Fayette Street	Yes	No	Yes	No
Historic Site/Marker Washington Monument Mt. Vernon Place Yes No Yes No Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Cross Street Market 1065 S. Charles Street Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Historic Site/Marker	Korean War Memorial	Canton Cove Park	Yes	No	Yes	No
Historic/cultural National Historic Seaport of Baltimore Inner Harbor Yes No Yes No Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Cross Street Market 1065 S. Charles Street Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Historic Site/Marker	Holocaust Memorial	Lombard & Gay Streets	Yes	No	Yes	No
Major Rec. Facility Pimlico Race Track Northwest Baltimore City Yes No No Yes Major Rec. Facility Oriole Park at Camden Yards West of Inner Harbor Yes No No Yes Major Rec. Facility Ravens Stadium West of Inner Harbor Yes No No Yes Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes Yes No Market Cross Street Market 1065 S. Charles Street Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Historic Site/Marker	Washington Monument	Mt. Vernon Place	Yes	No	Yes	No
Major Rec. FacilityOriole Park at Camden YardsWest of Inner HarborYesNoNoYesMajor Rec. FacilityRavens StadiumWest of Inner HarborYesNoNoYesMarketThe (Pennsylvania) Avenue Market1700 Pennsylvania AvenueYesYesYesNoMarketCross Street Market1065 S. Charles StreetYesNoYesNoMarketNortheast Market2101 E. Monument StreetYesNoYesNo	Historic/cultural	National Historic Seaport of Baltimore	Inner Harbor	Yes	No	Yes	No
Major Rec. FacilityRavens StadiumWest of Inner HarborYesNoNoYesMarketThe (Pennsylvania) Avenue Market1700 Pennsylvania AvenueYesYesYesNoMarketCross Street Market1065 S. Charles StreetYesNoYesNoMarketNortheast Market2101 E. Monument StreetYesNoYesNo	Major Rec. Facility	Pimlico Race Track	Northwest Baltimore City	Yes	No	No	Yes
Market The (Pennsylvania) Avenue Market 1700 Pennsylvania Avenue Yes Yes No Market Cross Street Market 1065 S. Charles Street Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Major Rec. Facility	Oriole Park at Camden Yards	West of Inner Harbor	Yes	No	No	Yes
Market Cross Street Market 1065 S. Charles Street Yes No Yes No Market Northeast Market 2101 E. Monument Street Yes No Yes No	Major Rec. Facility	Ravens Stadium	West of Inner Harbor	Yes	No	No	Yes
Market Northeast Market 2101 E. Monument Street Yes No Yes No	Market	The (Pennsylvania) Avenue Market	1700 Pennsylvania Avenue	Yes	Yes	Yes	No
	Market	Cross Street Market	1065 S. Charles Street	Yes	No	Yes	No
	Market	Northeast Market	2101 E. Monument Street	Yes	No	Yes	No
Market Hollins Market 26 S. Arlington Avenue Yes No Yes No	Market	Hollins Market	26 S. Arlington Avenue	Yes	No	Yes	No

APPENDIX B

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Market	Lexington Market	400 W. Lexington Street	Yes	No	Yes	No
Market	Broadway Market	600-700 S. Broadway	Yes	No	Yes	No
Museum	Lillie Mae Carroll Jackson Home & Museum	1320 Eutaw Place	Yes	Yes	Yes	No
Museum	Great Blacks in Wax Museum	1603 E. North Avenue	Yes	Yes	Yes	No
Museum	Eubie Blake National Museum/Cultural Center	847 N. Howard Street	Yes	Yes	Yes	No
Museum	African American Museum	Pratt & President Streets	Yes	Yes	Yes	No
Museum	Peabody Institute	1 E. Mt. Vernon Place	Yes	No	Yes	No
Museum	Baltimore Museum of Art	10 Art Museum Drive	Yes	No	Yes	No
Museum	Lacrosse Museum & National Hall of Fame	113 W. University Parkway	Yes	No	Yes	No
Museum	Baltimore Museum of Industry	1415 Key Highway	Yes	No	Yes	No
Museum	Jewish Museum of Maryland	15 Lloyd Street	Yes	No	Yes	No
Museum	H.L. Mencken House	1524 Hollins Street	Yes	No	Yes	No
Museum	Baltimore Streetcar Museum	1905 Falls Road	Yes	No	Yes	No
Museum	City Life Exhibit at Maryland Hist. Society	201 W. Monument Street	Yes	No	Yes	No
Museum	Maryland Historical Society Museum	201 W. Monument Street	Yes	No	Yes	No
Museum	Edgar Allen poe House	203 N. Amity Street	Yes	No	Yes	No
Museum	Fire Mus. of the Baltimore Equitable Society	21 N. Eutaw Street	Yes	No	Yes	No
Museum	Babe Ruth Birthplace and Orioles Museum	216 Emory Street	Yes	No	Yes	No
Museum	Peale Museum	225 Holiday Street	Yes	No	Yes	No
Museum	National Museum of Dentistry	31 S. Greene Street	Yes	No	Yes	No
Museum	Port Discovery	34 Market Place	Yes	No	Yes	No
Museum	Homewood House Museum	3400 N. Charles Street	Yes	No	Yes	No
Museum	Evergreen House	4545 N. Charles Street	Yes	No	Yes	No
Museum	National Aquarium in Baltimore	510 E. Pratt Street	Yes	No	Yes	No
Museum	Walters Art Gallery	600 N. Charles Street	Yes	No	Yes	No
Museum	Mother Seton House	600 N. Paca Street	Yes	No	Yes	No
Museum	Baltimore Civil War Museum	601 S. President Street	Yes	No	Yes	No
Museum	Baltimore Public Works Museum	701 Eastern Avenue	Yes	No	Yes	No
Museum	Mt Vernon Museum of Incandescent Lighting	717 Washington Place	Yes	No	Yes	No
Museum	Museum Row	800 E. Lombard Street	Yes	No	Yes	No
Museum	American Visionary Arts Museum	800 Key Highway	Yes	No	Yes	No
Museum	Robert Cary Long House	812 Ann Street	Yes	No	Yes	No
Museum	"Star-Spangled Banner" Flag House	844 E. Pratt Street	Yes	No	Yes	No
Museum	B&O Railroad Museum	901 W. Pratt Street	Yes	No	Yes	No
Museum	Maryland Science Center/Davis Planetarium	Light & Key Highway	Yes	No	Yes	No
Museum	Maryland Science Center	Light Street & Key Highway	Yes	No	Yes	No
Museum	USS Constellation	Pier 1, Pratt Street	Yes	No	Yes	No
Museum	Baltimore Maritime Museum	Pier 3, Pratt Street	Yes	No	Yes	No
Museum	Mount Clare Mansion	Washington Boulevard & Monroe	Yes	No	Yes	No

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Park/Square	Union Square	1500 W. Lombard Street	Yes	No	No	Yes
Park/Square	Carroll Park	1500 Washington Boulevard	Yes	No	No	Yes
Park/Square	Patterson Park	200 S. Linwood Avenue	Yes	No	No	Yes
Park/Square	Reedbird Park	201 W. Reedbird Avenue	Yes	No	No	Yes
Park/Square	Hanlon Park	24000 Longwood Street	Yes	No	No	Yes
Park/Square	Druid Hill Park	2600 Madison Avenue	Yes	No	No	Yes
Park/Square	Clifton Park	2801 Harford Road	Yes	No	No	Yes
Park/Square	Canton Waterfront Park	3001 Boston Street	Yes	No	No	Yes
Park/Square	Wyman Park	301 W. 30th Street	Yes	No	No	Yes
Park/Square	Herring Run Park	3700 Harford Road	Yes	No	No	Yes
Park/Square	Clyburn Park	4915 Greenspring Avenue	Yes	No	No	Yes
Park/Square	St. Mary's Park	600 N. Paca Street	Yes	No	No	Yes
Park/Square	Federal Hill Park	800 Battery Avenue	Yes	No	No	Yes
Park/Square	Kirk Avenue Athletic Field	Between Lock Raven & Kirk Avenue	Yes	No	No	Yes
Park/Square	Mount Vernon Square	Charles & Monument Streets	Yes	No	No	Yes
Park/Square	Johnson Square	East Baltimore City	Yes	No	No	Yes
Park/Square	Bocek Field	Edison Highway & Madison Street	Yes	No	No	Yes
Park/Square	Harlem Park	Edmondson Avenue & Gilmore Street	Yes	No	No	Yes
Park/Square	Powder Mill Park	Extreme western Baltimore City	Yes	No	No	Yes
Park/Square	Roosevelt Park	Falls Road, north of Druid Hill Park	Yes	No	No	Yes
Park/Square	Waterview Ave/Middle Branch & Broening	Hanover and Waterview Avenues	Yes	No	No	Yes
Park/Square	Sherwood Gardens/Guilford Reservoir	In Guilford neighborhood	Yes	No	No	Yes
Park/Square	Stoney Run Park	In Roland Park neighborhood	Yes	No	No	Yes
Park/Square	Lafayette Square	Lafayette near N. Fremont Avenue	Yes	No	No	Yes
Park/Square	Cherry Hill Park	Mouth of Patapsco River	Yes	No	No	Yes
Park/Square	Mount Pleasant Park	Northeast Baltimore City	Yes	No	No	Yes
Park/Square	Chinquapin Run Park	Northern Baltimore City	Yes	No	No	Yes
Park/Square	Madison Square	Northwest Baltimore City	Yes	No	No	Yes
Park/Square	Wegworth Park	South Baltimore	Yes	No	No	Yes
Park/Square	Franklin Square	W. Lafayette & S. Carey Streets	Yes	No	No	Yes
Park/Square	Gwynns Falls/Leakin Park	West from Middle Branch	Yes	No	No	Yes
Park/Square	Hillsdale Park	Western Baltimore City	Yes	No	No	Yes
Park/Square	Woodheights Drive Park	Woodheights Drive	Yes	No	No	Yes
Trail/Greenway	Patapsco River Greenway	Along Patapsco River	Yes	No	No	Yes
Trail/Greenway	Baltimore Waterfront Promenade	Around Inner Harbor	Yes	No	No	Yes
Trail/Greenway	Jones Falls Valley Greenway	North from central Baltimore City	Yes	No	No	Yes
Trail/Greenway	Gwynns Falls Greenway	West from Middle Branch	Yes	No	No	Yes

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APPENDIX C MANAGEMENT ENTITY STAFF JOB DESCRIPTION

JOB DESCRIPTION

ADMINISTRATOR

Responsible for strategic and daily operations associated with implementing the Baltimore City Heritage Area Management Action Plan. Ensures state criteria are appropriately implemented. Administers grant funds, identifies and develops technical assistance and other programming opportunities. Coordinates heritage-related activities with appropriate public and private agencies. Manages activities for Target Investment Zone and assists in identifying opportunities to spur economic development. Works to enhance awareness of Baltimore's heritage resources and opportunities.

RESPONSIBILITIES:

Administrative

- Act as liaison between federal, state, city, and private agencies to ensure collaboration and prevent duplication of functions and activities.
- Develop annual operating budget, strategic plan, and program evaluation.
- Provide opportunities for participation within communities. Assist in efforts to sustain and strengthen Baltimore's historic structures.
- Identify technical assistance as needed.
- Identify and develop revenue streams.
- Staff to Advisory Group.

Economic Development

- Identify grant opportunities for heritage projects, administer grants and other funds.
- Assist Target Investment Zones to facilitate identified development projects.
- Facilitate efforts to meet Target Investment Zone (TIZ) qualifying criteria.
- Identify new legislative and regulatory incentives.

■ Participate in selection of TIZs.

Marketing

- Increase awareness of heritage resources and opportunities locally, regionally, and nationally.
- Develop identity package and logo that can be used in a variety of promotional areas.
- Identify niche audiences to expand market opportunities.

Qualifications:

- Experience in developing tourism programs and incentives, fiscal management, fundraising, government relations, and real estate development.
- Knowledge of land use, transportation, and historic preservation planning.
- Knowledge of national marketing, advertising, and corporate sponsorship.

JOB DESCRIPTION

Administrative Support

Provides administrative support to Baltimore City Heritage Management Entity.

Responsibilities:

- Maintain fiscal and budget data.
- Respond to requests for information.
- Prepare reporting and data forms.
- Manage daily office activities.
- Prepare correspondence, grants, and other written information as needed.
- Assist with workshops and preparation of technical support materials as needed.
- Assist with promotional activities as needed.

Qualifications:

- Experience in word processing, spreadsheet, and database software.
- Ability to independently prepare correspondence and other written materials.
- Ability to collect and maintain files and data.
- Familiarity with electronic research techniques.

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JOB DESCRIPTION

HERITAGE ACTIVITY COORDINATOR

Primary responsibilities include coordinating Baltimore City heritage activities with public and private agencies and facilitating promotional activities.

Responsibilities:

- Identify public and private organizations involved in heritage tourism.
- Develop structure or mechanism to coordinate heritage activities and introduce new opportunities for collaboration.
- Develop and manage membership program.
- Identify opportunities for community outreach.
- Promote awareness of Baltimore's heritage by leveraging existing opportunities and developing new events as needed.
- Prepare and disseminate promotional materials.
- Prepare and implement strategic marketing campaigns.
- Develop reporting mechanisms.
- Develop and manage data tracking and reporting systems.

Qualifications:

- A bachelor's degree and 5 years of experience in community planning, fundraising, public relations, and/or public policy.
- Excellent word processing, spreadsheet, and database development skills.
- Good communication and facilitation skills.
- Ability to manage multiple projects simultaneously.

JOB DESCRIPTION

TARGET INVESTMENT ZONE (TIZ) COORDINATOR

Responsible for implementing and coordinating projects within the Baltimore City Heritage Area. Assists existing TIZs with identifying resources and acts as a liaison with public and private agencies. Develops technical assistance to assist potential TIZs in becoming recognized.

Responsibilities:

■ Maintains database of development projects and opportunities within TIZs.

- Identifies funding opportunities to facilitate development.
- Develops and implements technical assistance programs to help areas meet TIZ qualifications.
- Develops outreach programs to increase awareness of TIZ status and benefits.
- Participates in selection of TIZs.

Qualifications:

- Experience in facilitating economic development projects.
- Experience in business outreach.
- Experience in grant preparation .
- Knowledge of tax credits and other incentives.
- Knowledge of land use planning.

JOB DESCRIPTION

PROMOTIONS/EVENTS COORDINATOR

The position includes advertising, fundraising, marketing, media relations, public speaking, and special events coordination. The Promotion/Events Coordinator must interact with diverse audiences and be available to work weekends and evenings. Some travel may be required.

Responsibilities:

Administrative/Organizational

- Review, implement, and revise the organization's communication plans.
- Pursue and develop relationships with sponsors and partners.
- Prepare annual budgets for all marketing, events and public relations activities.

Management

- Implement and/or oversee all programmatic events and activities.
- Hire, direct and evaluate staff, vendors and volunteers.
- Solicit, assign and coordinate volunteers and volunteer activities.

Planning

- Plan and execute all events, activities, and programs.
- Establish measurable goals and objectives.

External Communications

■ Prepare and/or coordinate the preparation of all print and

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electronic materials, including advertising, press releases, web site, newsletters, event schedules and printed materials.

- Develop and implement media relations strategies.
- Participate in local, state, regional and national organizations, including trade shows.
- Serve as media spokesperson.

Qualifications:

- Eight years of professional marketing or communications experience, with at least two years in a management capacity
- Proficiency in writing, editing, and the use of computers.
- Experience in selecting and working with consultants and vendors.
- Familiarity with research tools and statistical data
- A bachelor's degree in communications, public relations, journalism or advertising.

APPENDIX D TARGET INVESTMENT ZONE ANALYSIS

The following BCHA evaluation criteria were based upon the Heritage Areas Program criteria to assess the potential of areas within the BCHA boundary. These were given to members of the Economic Development Working Group for the BCHA Steering Committee, among other organizations including, the City of Baltimore, CHAP, and Baltimore Heritage, Inc.

Instructions for filling out the Target Investment Zone Matrix.

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance, and \$1 million per year for Heritage Area projects. Projects and properties and throughout a Certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment. Within TIZs, program incentives include:

- Grants or loans from the Fund for acquisition, development, preservation, or restoration.
- Loans for economic development projects from the proceeds of revenue bonds sold by the Maryland Heritage Areas Authority.
- Historic preservation tax credits for structures listed in the National Register of Historic Places, designated as a historic property under local law, or located in a National Register or local historic district.
- State income tax credits for the rehabilitation of certified heritage structures, including non-historic significant structures.

Target Investment Zones are specific priority areas into which the BCHA Association is attempting to attract significant private investment. As part of the management plan process for the BCHA, it is important to consider geographic areas as TIZs. In order to accomplish this, the attached evaluation matrix was developed. Our approach is to rate each of the geographic areas within the recognized BCHA boundary according to the criteria established by the Maryland Heritage Preservation and Tourism Areas Program (Heritage Areas Program). Under each of the state's criteria, we have

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further defined factors that will help determine the level of components that support consideration of the area as a TIZ.

Please rate each area that you are familiar with on a scale from 1 to 5 using the number one (1) to state whether the area has the least amount of, or is least likely to meet this criteria. A rating of 5 means it strongly meets the criteria, or is most likely to meet this criteria. For instance, a factor like public safety considerations should be rated 1 if the area has a low degree of public safety or has a low degree of security, and a 5, if it is very safe or has a high degree of security in place.

Thank you for helping us evaluate Target Investment Zones for the Baltimore City Heritage Area.

TARGET INVESTMENT ZONE EVALUATION CRITERIA

The guiding principles for establishing TIZs within the certified Baltimore City Heritage Area were objectively derived from the five criteria stated within the Maryland State Heritage Area Program Guidelines. These criteria were further adapted to the Baltimore City environment to assure that evaluation of potential TIZs was both quantifiable and comprehensive. Identifying those potential areas that will most likely succeed as a result of a TIZ recognition is essential to the success of the Baltimore City Heritage Area. The following Heritage Areas Program criteria indicate factors specific to Baltimore and describe the rationale that was used to make recommendations during the management-plan process:

I. Concentration of Historic, Cultural, and Natural Resources with Potential to Attract Tourists.

■ The number and proportion of historic, cultural, and natural resources

Under this specification, a potential area should have a concentration of existing resources that are of a high caliber and are either unique or distinctive. These resources can be associated with a notable person or event; might have a multitude of histories associated with community events; and contribute to the settlement and history of Baltimore. It is important to list all of a neighborhood's resources and public attractions to understand collectively how many are in a neighborhood and what

proportion of the area's properties they represent.

■ Access to downtown, Inner Harbor, and other attractions Since the Inner Harbor area is the principal tourism generator within the recognized BCHA and a key goal of the Management Action Plan is to encourage visitors to extend their stay, easy access from the Inner Harbor was seen as an important factor. Ease of access to other major attractions, historic neighborhoods, and the downtown area was also seen as critical to tapping visitors, convention-goers, and Baltimore's employment force. Access is defined as spatial, temporal, and psychological, whereby an attraction, service, or historic area is perceived as being relatively close, convenient, and enjoyable. A 10-15-minute walk or a short drive by car or transit is desirable.

■ Transportation, linkages, and parking

Visitors must be able to move easily between and on multiple transportation modes when arriving and departing the BCHA and moving between attractions. Attracting out-of-town visitors is a high priority since they are bringing new money into the local Baltimore economy. It is important to identify whether the area can be easily found from an interstate highway or public transit station, has good access or has proximity to an interstate highway exit, transit stop, or trail. Effective directional signs, quality pedestrian amenities, good transit connections, and abundant parking are other requirements that are factored into determining accessibility. Within the TIZ, it must be easy to drive a car and find parking or it should be an area that is or could be served by public transit or private tour buses, jitneys, water taxis, or horsedrawn carriages. A visitor should be able to transfer easily from one transportation mode to another, and critical pedestrian connections should be factored into this analysis.

■ Compact geographic area

The potential TIZ must spatially "feel" like a neighborhood. It must be perceived as an area that is pedestrian friendly. One goal is to get visitors out of their vehicles; walking in the TIZ is critical to advance interpretative opportunities and patronization of local businesses. Not only should the TIZ be traversable on foot, it should be geographically compact enough to encourage reinvestment that will not be spread so thin as to be an insignificant improvement.

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■ Anchor attraction(s)

An anchor attraction (analogous to an anchor store in a mall) is necessary in order to draw visitors in high numbers, encourage spin-off development, and act as a launching point to services and to smaller historic, cultural, and natural attractions. An area should have at least one regional or national attraction to help form the area's identity in the visitor's mind, as well as to provide a starting point for touring. Having more than one anchor attraction further strengthens the area's drawing power.

II. AVAILABLE INCENTIVES MUST BE CAPABLE OF MAKING MEASURABLE DIFFERENCE.

- Needs proportionate to available public and private resources. The investment requirements of a potential TIZ cannot burden the available financial resources. Otherwise, the investment will be depleted before any transformation of the neighborhood can occur or private investment can be leveraged. Risk must be weighed in order to attract private capital, and should be evaluated to understand whether the risks are mitigated by the total investment or because adjacent areas are healthy and the market demand is strong. The potential TIZ and its opportunities must be so well defined that it attracts sufficient targeted capital even though it may present additional risks in comparison to another area. Attraction for private capital is preferred over public investment.
- Area needs designation and resources in order to succeed The revitalization of some neighborhoods already is happening and Heritage Area designation will bolster the benefits to those neighborhoods. Investment should be targeted to potential TIZs that could succeed with extra incentives and leverage offered by the Heritage Areas Program. These potential areas should be able to show that other factors are in place, such as community or leadership support, a concentration of resources, or underutilized properties.

III. Overlap with other revitalization districts.

■ Synergy with other TIZ(s)
The potential boundaries for TIZs and the Certified Heritage

Area should be drawn to maximize interaction among the resources and attractions. Areas must be chosen with identities, historic focuses, and building types, for example, that are sufficiently distinct to give the visitor a reason to see and connect with another area. Showing collaborative efforts within potentially contiguous areas can further illustrate the synergy critical to developing a successful TIZ. Each TIZ should leave the visitor asking to know more about a multitude of other resources within the BCHA.

■ Overlap with other revitalization districts

The Heritage Program public incentives can be best leveraged in areas that are also benefiting from other public incentives available through Empowerment or Enterprise Zones, historic districts, Main Street corridors, urban renewal areas, and public housing areas. The boundaries of Community Development Corporations (CDCs) such as Neighborhood Housing Services are also critical, as are public or private community initiatives because these programs improve the potential TIZs investment climate.

■ Public safety considerations

Visitors must feel safe. Identifying the crime statistics for the potential TIZ will define types of crime and whether crime is perceived or real. Factoring in existing and proposed policies, programs, and strategies to decrease the perception and likelihood of crime is critical in the determination of whether public safety supports or weakens the potential TIZ's position for inclusion and investment.

IV. LOCAL PRIVATE- AND PUBLIC-SECTOR INVESTMENT.

■ Strength of the community and business leadership The strength of existing community and business organizations and leadership is key to building momentum and sustaining management and implementation of a potential TIZ. Cooperation must exist between organizations. Community organizations or business associations should be financially solid to lend support, provide guidance and/or leverage dollars for projects in a TIZ.

■ Support of existing property and business owners Existing residents and local businesses should be supportive of

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the Heritage Area goals and initiatives and be willing to generate additional approval and backing from other community interests and political representatives. These property and business owners should also be able and willing to invest in their own properties or to seek other funding opportunities.

- Support of political representatives
- Political support is critical because local, state, and federal programs will provide technical and financial assistance to BCHA projects and thereby assist with meeting BCHA and Heritage Program goals. Are council, city, state, and congressional representatives aware of BCHA initiative and program goals? Do they understand these goals and are they willing to support and commit administrative and legislative actions to reach these goals?
- A mixed-use environment: residential, retail, commercial A mixed-use environment offers the best opportunity for long-term successful community revitalization and heritage-tourism promotion. An important goal is a 24-hour active neighborhood where foot traffic supports a mix of residential, retail, office (and perhaps industrial) uses. Retail businesses should serve neighborhood residential needs such as markets, groceries, bakeries, and hardware stores but also provide services that will attract visitors, such as coffee shops, unique gift shops, and bed and breakfasts. Professional or corporate offices might be factored into the mix of desirable and compatible development. Is there an opportunity within the potential TIZ to strengthen the mix? Is there, or is there the possibility of, diverse residential uses that include ownership and rentals for all income levels?
- Concentration of underutilized or publicly controlled properties Land assemblage and coordination of a critical mass of investment are two of the most difficult issues in urban revitalization. A significant concentration of underutilized properties in the potential TIZ can offer the potential for a large upside benefit that could dramatically revitalize an area. Equally important is the redevelopment of a strategically located key parcel or gateway property that can disproportionately affect public perceptions. Publicly owned properties may enable land parcels and buildings to be consolidated in a timely fashion. Often, public entities can offer the option of property sales or swaps in order to create redevelopment incentives.

■ Other planned new development in or near a potential TIZ A potential TIZ can effectively coordinate with and "piggyback" on other planned development, increasing the leverage of both projects and reducing risk. The use of such leverage options can be used to encourage sensitivity to historic preservation considerations as well.

V. Boundaries facilitate collection of Performance measurement data.

Census tract boundaries

Do the potential TIZ boundaries overlap with census tract boundaries in order to allow trend line analysis of population and housing data over time? Census block group or Baltimore Metropolitan Council traffic analysis zone boundaries could also be used to facilitate collection of performance measurement data.

Other boundaries

The cooperation of the Maryland Office of the Comptroller, the Department of Labor Licensing and Regulation, and other state agencies is necessary in order to collect and analyze business and employment data at a neighborhood level. Does the potential TIZ correspond with the data collected by these agencies?

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS RAILROAD/NATIONAL ROAD DISTRICT

HISTORICAL RESOURCES

This area is located southwest of downtown and has a number of significant attractions, largely due to its connection to the development of the B&O Railroad. The first railroad tracks were laid at Mount Clare Mansion connecting the city to the Ellicott City mills. Carroll Park was home to one of the colonies' largest iron foundries and contains the city's only remaining colonial plantation. Carroll Park itself includes a number of culturally significant layers: a Civil War encampment, a park design by the Olmsted brothers, and a German social club. Pigtown, south of the Carroll Park Corridor, was home to the pig slaughterhouses, at one time a major industry. Southwest Baltimore attracted a number of immigrant families who

	RESUI	LTS US	TIZ ED TO	EVA	TIZ EVALUATION MATRIX SULTS USED TO DEVELOP FINAL TIZ RECOMMENDATIONS	FION INAL	MAZ]	[RIX ECOM	[MEN]	DATIC	SN						
Baltimore City Heritage Area Decision Matrix for TIZ Selection	Rank each ge	eograp	geographic area from available for all of the TIZs	a from	1 - 5	(least to most, or worst to best)	o mos	t, or w	orst t	best							
Maryland Heritage Preservation and Tourism Areas Program Criteria	I. Concentration of Historic/Cultural Resources	of Histori	c/Cultural		II. Available Resources Make Measurable Difference	III. Overla Other Re Districts	III. Overlap with Other Revitalization Districts	h ation	≥ 1	ocal Priv	IV. Local Private/Public Investment	c Invest	ment		>0	V. Data Collection*	Total Score
Baltimore City Heritage Area Performance Measures	Access to Downtown/Inner Harbor/Other Attractions Number/Proportion of Hist/Cult/Nat Resources	Transportation Linkages, Parking, Interstate Access	Anchor Attraction(s) Compact Geographic Area	Needs Proportionate to Available Resources (Public/Private)	Does Area need Designation/Resources in order to Succeed?	Synergy with Other TIZ(s)	Overlap with Other Revitalization Districts	Public Safety Considerations - Formal Security Elements	Strength of Community/Business Leadership	Support of Existing Property/Business Owners	Support of Political Representatives	Mixed Use Environment: Residential/Retail/Commercial	Concentration of Underutilized Properties	Concentration of Public-Controlled Properties	Other Planned New Development in/near TIZ	Other Boundaries Census Tract Boundaries	
Geographic Areas																	
Rallroad/National Road District TIZ(B&O Museum, Carroll Park, Washington Village, Union Square)															4	4	&
Pennsylvania Avenue TIZ (Druid Hill Park, Reservoir Hill, Madison Park, Marble Hill, Upton, Pennsylvania Avenue)															4	4	_ ∞
Historic Jonestown/Little Italy TIZ															4	4	· &
Market Center TIZ (Howard Street Entertainment District)															4	4	_ ω
Locust Point/Ft. McHenry TIZ (Locust Point, Fort McHenry, Museum of Industry)															4	4	&
Mt. Vernon/Historic Charles Street TIZ															4	4	8
Jones Falls Valley Mill District TIZ															4	4	8
Fells Point/Broadway/Hopkins Hospital TIZ															4	4	8
Canton TIZ															4	4	8

arrived to work on the railroad. Both the Irish and Germans established significant enclaves in this TIZ. The National Road, the nation's first federally funded infrastructure project, forms the northern boundary of the TIZ and at one time had significant influence on the commercial activity in this part of the city, though few if any of the inns and taverns that served National Road travelers survive. The National Road, which originally followed Baltimore Street, also is located in the Market Center and Mt. Vernon/Historic Charles Street TIZs.

Union Square's most notable address belonged to H.L. Mencken. At one time a museum operated by the City Life Museums, the house is now closed. A recommendation to restore the house as a museum and to create a writers' center being pursued by the H.L. Mencken Society, Union Square Association and the Baltimore Writers' Alliance, came from a cultural resource study. Union Square is also notable as one of Baltimore's preeminent upper class neighborhoods. Developed in the city's Italianate period for the manufacturing elite, Union Square was one of four squares in the southwestern part of the city.

The Hollins Street Market and commercial area, and the Edgar Allan Poe House are in close proximity. The Hollins Market is in its original structure and remains today as an active market. While the surrounding commercial area is largely vacant, a task force has been established to develop revitalization strategies. The Edgar Allan Poe House is operated by CHAP and is Baltimore's first public house museum (1939). The house has been open as a museum continuously since that time. It is now open to the public on a part-time basis and has approximately 5,000 visitors per year. Visitation could be increased as part of the Heritage Area development.

ACCESSIBILITY

The area is accessible by two main east-west arteries, Pratt and Lombard Streets. There is an I-95 exit. However, it is poorly marked and takes visitors through some fairly deserted parts of the city. City buses are available and could be reached by pedestrians. However, crossing Martin Luther King Jr. Boulevard and the perception of safety are factors to contend with when seeking pedestrian-friendly linkages between the downtown and stadium areas and this district. Suggestions have been made to upgrade an existing rail that would

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involve a new train stop at Mount Clare Mansion and pedestrian amenities to connect the mansion with the B&O Railroad Museum.

DEVELOPMENT/INVESTMENT

Located within the Washington Village empowerment zone, the area has access to significant resources. The Baltimore Development Corporation is seeking to revitalize the Camden Carroll Industrial Park, the Gwynns Falls Trail is under construction, and the area is within walking distance of Camden Yards and the PSINet Stadium. The former Montgomery Ward site, one of the largest redevelopment opportunities, has attracted private interest as potential office space. The B&O Railroad Museum is undergoing an expansion to renovate additional buildings that were part of the railroad's original holdings. Cooperative marketing efforts have begun with Carroll Mansion and last summer the Village Center sponsored a number of summer activities including a flea market and movie series. The Village Center, while making progress, currently does not seem to have identified tourism as a major effort.

New residential developments have targeted upper-income buyers. The Roundhouse townhouses were built approximately five years ago; Camden Crossing is under construction and will feature 144 homes starting at \$115,000. New commercial or retail developments are not currently planned, although it is possible that substantial redevelopment could encourage upgrading the Mount Clare Center which includes a Safeway, Rite Aid, a bank, and smaller convenience retail establishments.

A number of social issues will need to be resolved if this area is to experience a true revitalization. High unemployment, drugs, crime, and a number of substandard dwelling units are evident throughout the southwestern corridor. The community has begun to combat this blight through a number of planning efforts.

The master planning effort for Carroll Park (Park) could be a major turning point for the area. As a major recreational resource, the Park is seeking to connect physically with the Gwynns Falls Trail. This will reinforce its ties to the Gwynns Falls, and suggests that the Park has the potential to become a regional recreational resource. It is used throughout the summer for adult and youth baseball and softball and includes the city's only nine-hole golf course. Its tennis courts are rarely used and could serve U.S. Tennis Association local teams.

Through a bond initiative, the city has \$1 million available for improvements and the planning committee is subdivided into two focus groups – historic and recreation. While this is clearly not enough funds to accomplish all objectives, it has brought together the community and the institutions to craft a joint vision potential cooperative projects.

NEIGHBORHOOD BACKGROUND
TARGET INVESTMENT ZONE SELECTION PROCESS
PENNSYLVANIA/DRUID HILL

HISTORICAL RESOURCES

This area is a gold mine of African-American history and culture from its first generation of freed slaves to large numbers of migrant families in search of employment opportunities. Pennsylvania Avenue, as the commercial center, is surrounded by a number of neighborhoods such as Madison Park (once one of the few middle class neighborhoods open to black families), Marble Hill (home to some of Baltimore's elite families), Reservoir Hill, and Upton. Druid Hill Park is a significant open space area offering active and passive recreation.

Pennsylvania Avenue has been officially known as the Bottom and Sugar Hill, reflecting the community's socio-economic subdivisions. The Bottom refers to the area primarily around Upton, while Sugar Hill refers to the more elite Marble Hill. For years, Pennsylvania Avenue served as the African-American cultural and civic center. Booker T. Washington, W.E.B. DuBois, and Marcus Garvey were featured church speakers. The local NAACP chapter is the second oldest in the country.

A few significant resources include:

- Union Baptist Church, one of the city's first entirely black run and financed churches;
- Site of the city's first talking film, "Scar of Shame;"
- A number of churches such as Sharp Street Methodist Episcopal and Bethel A.M.E. that heightened the community's social consciousness and where segregation boycotts were organized; and,
- Royal Theater, which hosted Pearl Bailey, Billie Holiday, and Ella Fitzgerald, and which was razed in 1971.

This area also includes Druid Hill Park, which:

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- Contains an unmarked slave burial ground;
- Has six significant structures including the Maryland House, which originally was a pavilion at the Philadelphia Centennial Exhibition;
- Was described as a "premier setting for Victorian-era recreation," during the mid 19th century;
- Is known for having the best segregated recreation facilities in the city, for which it received substantial levels of public investment into the 1950s; and,
- Was the site of a segregation protest in 1948 at the Park's tennis courts.

The area around the Park, including Reservoir Hill, could be considered of mixed stability. There are a number of large apartment buildings including the Riviera, Esplanade, Temple Gardens, and the Emersonian. All offer views to Druid Hill Park, and some of them are being redeveloped into market-rate apartments. Still, a substantial level of investment is required before the area could be considered stable.

Madison Park originally was home to Baltimore's German Jewish population and was considered one of the city's early suburban neighborhoods. Eutaw Place, the neighborhood's center, was modeled after the Champs Elysés. The area features a number of Italianate, Second Empire, Queen Anne, Romanesque, and Revival rowhouses. Residential patterns began to change after World War I as the original families moved further out. Some of the original five synagogues were sold to African-American congregations.

A few of the significant resources are:

- City Temple of Baltimore in Bolton Hill, designed by Thomas Walter, who was also the architect for the U.S. Capitol's wings and dome
- Douglass Memorial Church, which spearheaded a community revitalization in the 1970s
- Marlborough Apartments in Bolton Hill where the Cone sisters once lived. Their highly significant post-Impressionist and modern art collection now resides in the Baltimore Museum of Art
- Phoenix Club that was visited by President Taft

Marble Hill originated as a black middle-class neighborhood. It was the home of:

- Henry Cummings, the city's first elected African-American councilman:
- T. Willis Lansley, founder of Ideal Federal Savings & Loan;

- John Murphy, founder of the *Afro American* newspapers;
- Violet Hill White, the city's first African-American policewoman; and,
- Thurgood Marshall, Supreme Court Justice.

ACCESSIBILITY

This is within the interior section of the Baltimore City Heritage Area, and could be difficult for some visitors to find. There is one stop near Pennsylvania Avenue and a number of buses are available on North Avenue.

ORGANIZATION/POLITICAL SUPPORT

Although it is unclear how well these groups work together, a number of community associations are actively involved in the revitalization, including:

- Madison Avenue Planning Committee, Madison Avenue Neighborhood Improvement Association, Madison Park Improvement Association;
- Pennsylvania Avenue Lafayette Market Association; Upton Planning Committee;
- Self-Motivated People's Center; and,
- Pennsylvania Avenue Committee and the Pennsylvania Avenue Task Force.

Pennsylvania Avenue is part of the Self-Motivated People's Center, one of the city's Empowerment Zones. It is adjacent to Sandtown-Winchester, which has been undergoing a comprehensive revitalization through a partnership with the city and the Enterprise Foundation. There is growing interest in Pennsylvania Avenue as the center of an African-American heritage effort. One of the area's State delegates, Verna Jones, chairs the Pennsylvania Avenue Revitalization Task Force.

DEVELOPMENT/INVESTMENT

Pennsylvania Avenue is the focus of a significant and largely public revitalization effort. In 1996, \$3 million was invested in the Pennsylvania Avenue Market in an effort to generate community revitalization. Efforts did not develop as anticipated, so the city gave

APPENDIX D

an emergency allocation of \$200,000. Friday evening concerts, organized by the city, have succeeded in drawing an audience to the market and have helped to stabilize some of the merchants. The city also invested in streetscape improvements, primarily pedestrian-scale lighting. However, significant portions of Pennsylvania Avenue suffer from vacancies and underutilization.

The Pennsylvania Avenue Task Force, a group of local businessmen, has raised \$240,000 towards a monument to the Royal Theater for which \$300,000 is budgeted. The city and the state of Maryland have contributed \$100,000 and \$105,000, respectively. The city recently designated Pennsylvania Avenue as one of the five Main Streets in its Main Street Program that focuses on revitalizing commercial cores throughout the city.

Madison Park, Upton's Marble Hill, Eutaw Place, Madison Avenue, and Mount Royal are certified both as local historic districts and for tax incentives.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS HISTORIC JONESTOWN/LITTLE ITALY

HISTORICAL RESOURCES

Jonestown, one of the three original settlements comprising Baltimore, is distinguished from Baltimore Town and Fells Point by its early enclave of wealthy residents. In the 1820s and 1830s, these residents were replaced by Baltimore's early immigration waves of Irish, Italian, and predominately Jewish settlers. Beginning in the 1880s, Jonestown became the center for Russian Jewish immigrants. The 1000-1100 blocks of Lombard Street, known as "Cornbeef Row," reflect the influence of this culture. Jonestown also played a significant role in the city's African-American history.

The area's significant structures include:

- Shot Tower, a 234-foot structure originally used to manufacture cannon shot:
- Nine Front Street, home to Baltimore's former mayor Throwgood Smith. His home was saved from demolition by the Civic League. It has rented the house since 1970 and has undertaken extensive renovations;
- Lloyd Street Synagogue, the first synagogue built in Maryland

and the third in the United States. It is currently operated by the Jewish Museum of Maryland;

- The Star-Spangled Banner House, the home of Mary Pickersgill, who made the American flag that flew over Fort McHenry; and,
- McKim Center, the first Friends Meeting House established in Baltimore City, played an important role in the city's Underground Railroad network.

Little Italy has been the focal point of the city's Italian community for generations. Situated between the Inner Harbor and Fells Point, it attracts residents and visitors who come to eat in its many fine restaurants or watch one of the summer evening bocce games. St. Leo's Roman Catholic Church anchors the community.

ACCESSIBILITY

Although less than one mile from downtown, Jonestown has been isolated from both its adjacent and larger community. This can be attributed to a combination of factors, but principally to the deconstruction of the traditional street grid pattern and urban renewal of the area through the development of the Flag House Courts. These conditions are expected to reverse themselves through the redevelopment of Flag House Courts that will reconnect the street grid pattern and replace the existing housing stock with lower density residential development that features a number of market-rate options.

Jonestown is served by the Shot Tower subway stop. This provides a transit connection to downtown that prevents pedestrians from having to cross President Street. Pratt and Lombard, the major thoroughfares, are both under consideration for change from one-way to two-way streets. Fells Point and the Inner Harbor are also within walking distance, although existing pedestrian connections are few and require traveling through isolated and industrial areas that could be perceived as unsafe.

ORGANIZATION/POLITICAL SUPPORT

The Jonestown Planning Council and Flag House Tenants Council are the two principal community organizations. There is a loosely structured merchants organization that reacts to specific issues or

projects. The Planning Council includes residents, businesses, and institutions that have taken a major role in creating an urban renewal/revitalization ordinance for the area. With the advent of the HOPE\VI planning effort, the Flag House Tenants Council is taking a more prominent role in the community's future development.

Jonestown is part of the East Harbor Village Center (EHVC), one of the city's Empowerment Zone centers. EHVC is establishing a Community Development Corporation that anticipates playing a major role in the area's future development.

DEVELOPMENT/INVESTMENT

Jonestown is a largely under-invested area. In the 1970s the city sponsored a Shopsteading program as a way of revitalizing Baltimore Street. Similar to the homesteading program, merchants were offered substantial incentives to locate in deteriorating areas as a way of sparking revitalization. A number of participants continue to operate businesses.

In June 1998, Baltimore City was awarded \$30 million in HOPE\VI funds to redevelop the Flag House Courts into a lower density residential community consisting of 338 rental and ownership units of which 130 units, will be subsidized. It is believed that the proximity to downtown and pent-up demand for areas such as Fells Point and Canton will make this a highly desirable area. This HOPE\VI project is nationally unique in its effort to go beyond a public housing development's boundaries and encompass an entire community. It includes Lombard Street that has a number of vacant and underutilized properties as well as three well-established neighborhood retail establishments. This area will be redeveloped into a neighborhood retail center.

The Jewish Museum of Maryland recently completed \$3 million in construction and is discussing a second expansion. The museum board identified two parcels in Jonestown and expressed preliminary interest in some limited commercial development. The Star-Spangled Banner Flag House is planning a capital campaign to enhance the site's facilities.

The Baltimore Development Corporation sponsored a planning study with the intent of connecting Jonestown to Downtown. The East Side Task Force identified a number of physical and programmatic opportunities that would provide these linkages. The

BDC is also responsible for a light industrial park that is planned at Fayette and Baltimore Streets that is anticipated to be a major employment center with as many as 500 individuals working both day and evening shifts.

One of the significant public investments is the Maryland Museum of African-American History and Culture, which is planned for Pratt and President Streets. This \$30 million project is in the design stages. Adjacent to the proposed museum site is the now-vacant City Life Museum, which the city has recently awarded to an existing bed and breakfast operator who plans to open a small inn, conference center, and restaurant with on-site parking spaces.

Central Avenue, Jonestown's principal industrial corridor, is the subject of a city-sponsored master planning effort that includes street reconstruction and landscaping. Although present land use is primarily industrial, the changing nature of Flag House Courts is expected to change the character and use.

REVITALIZATION DISTRICTS

As stated earlier, Jonestown is included in one of the city's Empowerment Zones and as such is entitled to substantial tax credits. A number of smaller businesses have located here to take advantage of these credits.

NEIGHBORHOOD BACKGROUND
TARGET INVESTMENT ZONE SELECTION PROCESS
MARKET CENTER

HISTORICAL RESOURCES

Baltimore's West Side encompasses some of the city's most interesting and significant resources and has been home to a number of cultural events. This is an approximately 22-square-block area, generally bounded by Liberty Street on the east, Paca Street on the west, Saratoga Street on the north, and Camden Street on the south. Revolutionary War hero John Eager Howard owned a significant portion of Howard Street south to Camden Yards and east to the Jones Falls. When the nation's capital moved briefly from Philadelphia to Baltimore, the Continental Congress met at one of the West Side inns. Howard Street, which runs through the center of the

district, was one of the city's most vibrant commercial areas until major department stores located along the street began to close in the 1970s. Lexington Market, the nation's oldest continuously operated public market, opened in 1782, and today is one of the city's top tourist attractions. The nation's oldest medical school building, Davidage Hall, opened in 1872 on what is today the medical campus of the University of Maryland at Baltimore's School of Medicine. Edgar Allan Poe is buried on the West Side at Westminster Hall's Westminster Burying Ground.

The West Side contains the downtown's largest concentration of historic resources, which signifies the potential for multi-use conversions similar to New York's Soho. A few of the significant resources include:

- Alberti, Brink and Company, one of Baltimore's most ornate cast iron buildings. This structure was designed by George H. Johnson and fabricated by the Baltimore-based Hayward, Bartlett and Company.
- The Mayfair Theatre, part of Howard Street's cultural legacy and one of two major downtown theaters that hosted a number of nationally renowned acts.
- Lexington Market, one of Baltimore's highest-ranking tourist attractions.

The West Side is easily accessible by foot, subway, light-rail and bus. It is also accessible by car via a number of central north-south streets such as Howard and Paca, and east-west streets such as Saratoga. There is a pedestrian mall along Lexington Street connecting Lexington Market to a small strip of retail. A variety of retail shops are also located along Howard and Paca Streets.

Vehicular congestion is prevalent both in day and evening hours. Howard Street was recently reopened to cars, which frequently compete with the light-rail. Light-rail and subway stops are located at Lexington Market, adjacent to one of the state office complexes.

The area has a substantial asset base that can easily be capitalized upon for tours, visitor amenities, and other forms of economic development. Two forms of public transportation provide accessibility; however, circulation patterns will need to be addressed in order to relieve the existing vehicular congestion.

ORGANIZATION/POLITICAL SUPPORT

In June 1998, the West Side Task Force released its West Side Master Plan. The Plan's strategy called for attracting national retailers and new residential projects. This strategy would translate into the displacement of over 100 small merchants and the potential demolition of approximately 75 historic buildings. Recently announced plans for redevelopment efforts based on the West Side Master Plan have caused this area to become subject to some Merchants have organized themselves to prevent controversy. condemnation of their properties, and preservationists are advocating to prevent the wholesale demolition of a number of historical and architecturally significant structures. Although these efforts may hinder rapid redevelopment, the area would end up retaining the historic commercial character that will most appeal to residents and tourists. Discussions are underway to negotiate the relocation and/or return of merchants (once the project is complete) and preservation options for the buildings. The city recently requested state funds to renovate the Hippodrome Theater into a state-of-the art performing arts complex. This proposal has drawn significant political attention to the area. State leaders have expressed concerns over safety considerations and other redevelopment plans related to this proposed project. If the area is to succeed in its redevelopment efforts, it will clearly have to address safety considerations through a long-term approach to security.

The West Side Master Plan project is being overseen by the Baltimore Development Corporation and a private West Side development corporation.

DEVELOPMENT/INVESTMENT

In 1998, then-Mayor Schmoke announced a major planning and redevelopment effort for the West Side. The Harry and Jeanette Weinberg Foundation, the area's largest property owner, sponsored the resulting West Side Master Plan process. The objective of the plan is to create an urban residential district that links the University of Maryland at Baltimore to the Central Business District and the Inner Harbor. Under this scenario, over 1,000 market-rate apartments are proposed. Through the rehabilitation of buildings such as the Hecht's building and new construction, such as a proposed development at

Howard and Lombard Streets, this area could become the retail and entertainment district envisioned by its stakeholders.

A \$3.5 million upgrade is proposed to Lexington Market and will include façade improvements to three sides of the building that will open the market to the street, interior renovations, and new signage. Construction drawings are being prepared for these improvements. A loan program is proposed to assist market vendors in upgrading their stalls and merchandise. Market activities have operated at this site since 1782 when land was given to the market. There are additional recommendations to reexamine the market's marketing mix and to reopen Lexington Street to vehicular traffic to improve security and business for local retailers.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS LOCUST POINT/FORT MCHENRY

HISTORICAL RESOURCES

The location of Locust Point on a peninsula created an insularity that has resulted in an intact community with a strong sense of identity. Much of the stability is attributed to a homogenous population that passes houses between generations rather than placing them on the open market. Fort McHenry is the community's anchor, providing a number of local recreational opportunities, although the recent construction of the Museum of Industry creates a second anchor for the neighborhood. A number of industries are still in operation. Built in 1920, this is the site of Amstar's second largest plant. Its football field-size neon sign is a city icon.

In 1706, Locust Point was designated the city's official point-ofentry by the Maryland Colonial Legislature. Over time, it ranked second only to Ellis Island as an immigrant destination point, however there are no plaques or programming regarding the significance of this for the city's history and development.

A few of the area's significant structures include:

- Francis Scott Key School, which opened in 1921 as one of the city's first modern public schools. It played a pivotal role in the assimilation of area children;
- Lady of Good Counsel Church, built in 1869, which served as Cardinal Gibbons' first parish;

- Fort McHenry, the site of the 1814 Battle of North Point and British bombardment and the inspiration for "The Star-Spangled Banner." During the Civil War, Fort McHenry served as a prison for residents with southern sympathies. During World War I, it was an Army hospital. Since 1933 it has been part of the National Park Service. The flat terrain provides a number of recreational opportunities and there is a paved loop used for bike riding and walking. In 1999, there were 682,732 visitors to Fort McHenry;
- B&O Warehouse, built in 1880, is one of the last remaining buildings signifying the company's dominance in the area. The Locust Point site was the largest cargo handling facility on the Northwest Branch of the Patapsco River and was key to the company's post-Civil War expansion.
- Mergenthaler Machine Shop, where owner Ottmar Mergenthaler invented the linotype print process that eventually replaced the traditional Guttenberg method.

ACCESSIBILITY

Locust Point is accessible principally by vehicular transportation on Fort Avenue and Key Highway. Fort McHenry is part of the National Historic Seaport Project and is also accessible by water taxi. From the water taxi it is possible to walk to a number of destinations in Locust Point. Most of the residential streets are narrow and inappropriate for buses. Parking is available at Fort McHenry and the parking lot might be considered as an entry point and staging area for the heritage traveler. Interstate 95 is easily accessible from Key Highway and provides another point of entry to the city but is used primarily by trucks because it is difficult to find and not well signed. The closest hotels are located in the Inner Harbor; however, plans for a Ritz Carlton on Federal Hill will provide another opportunity for nearby lodging, as will several bed and breakfast operations.

ORGANIZATION/POLITICAL SUPPORT

The Locust Point Civic Association is the only community organization but the National Park Service plays a critical role as a major stakeholder in the area. The National Historic Seaport Project also promotes and links sites on Locust Point to other attractions in the Inner Harbor.

DEVELOPMENT/INVESTMENT

Tide Point, on the former Proctor & Gamble site, is the area's key redevelopment project and significant private investment. The 17-acre waterfront site is being converted into a 400,000 square foot mixed-use complex that features office and retail space, including a restaurant. Plans are underway to add a water taxi stop and boat slips. The site is less than five minutes from I-95 and approximately 15minutes from downtown. As part of its contribution to the project, the city has agreed to extend Key Highway directly to I-95. This project may be compared to the American Can Company in Canton, which has spurred additional commercial and residential renovations. It is likely that as part of a longer strategy, other developers will become interested in industrial properties that are currently underutilized.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS Mt. Vernon/Historic Charles Stret

HISTORICAL RESOURCES

The Mt. Vernon Cultural District is composed of three areas: Cathedral Hill, Mt. Vernon, and the Mt. Royal Cultural District. The area also includes the Historic Charles Street Merchants Association and Antique Row along Howard Street. The area is best known for Mt. Vernon Square and the Washington Monument. It includes a number of cultural anchors including the Walters Art Gallery, Center Stage, Maryland Historical Society, the Myerhoff Symphony Hall, and the Lyric Theater. Both the University of Baltimore and Maryland Institute College of Art are included in the district. Mt. Vernon is Baltimore's first designated local historic district (1964).

A few of the significant historical resources include:

- Basilica of the Assumption, designed by Benjamin Latrobe, which is one of the city's oldest churches and the site of a visit by Pope John Paul II;
- Enoch Pratt Free Library. The design of this building revolutionized public libraries with its emphasis on open and democratic space;
- Women's Industrial Exchange, established during the post-Civil War era to help women gain self-sufficiency. It is located in

its original building and continues to operate a lunch counter as well as sell goods; and,

■ Mt. Vernon Square, home to a number of prominent citizens including William Osler, one of the founders of Johns Hopkins Hospital. This area contains some very architecturally distinctive buildings, including the Garret-Jacobs building and Gladding House. The square itself is a park designed into the residential master plan by Robert Mills.

Mt. Vernon is highly visible and accessible to pedestrians, and public and private transportation. There are two light-rail stops at the edge of the district near the Maryland Historical Society and one serving the Mt. Royal Cultural District. The neighborhood is laid out along the city's major north-south arteries, Charles, St. Paul, and Calvert Streets, that include a number of major bus routes. Many of the residents walk to downtown and the Inner Harbor. The recent residential parking restrictions make parking more difficult on weekend nights.

ORGANIZATION/POLITICAL SUPPORT

The area is supported by the Midtown Community Benefits District and the Baltimore Downtown Partnership. Recently, the Mt. Vernon Cultural District was created to unify and promote the area's attractions. Plans for the district involve revitalization projects, parking, marketing, improving its appearance, and designing a wayfinding system. Although the area receives the benefit of additional security through its designation as a benefits district, security remains a concern. Its central location, resources, and proximity to downtown receive strong political support, especially at the local level. The Charles Street Merchants Association and the Mt. Vernon-Belvedere Improvement Association play an active role.

DEVELOPMENT/INVESTMENT

The Baltimore Downtown Partnership's recently released Central Business District Plan identifies Charles Street as an integral part of the central business district with signature characteristics that are nationally unique. Streetscape improvements and wayfinding that would occur on Charles Street are important elements to the plan.

The Cultural District recently completed an action plan that

identifies \$143,150,000 in capital investment by member institutions including Baltimore School for the Arts, Basilica of the Assumption, Center Stage, Contemporary Museum, Enoch Pratt Free Library, Maryland Historical Society, Peabody Institute, the Walters Art Gallery, and the *Baltimore Sun*.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS JONES MILL DISTRICT

HISTORICAL RESOURCES

The Jones Falls Valley is home to the majority of the city's mills and encompasses the northern corridor from approximately Penn Station to the county line. It offers a diverse range of mills, industrial uses, and residential neighborhoods associated with the mills.

Flour mills were some of the earliest mills but were replaced by those that made fabric, which ultimately produced 70-90 percent of the nation's total output of cotton duck and related products. As the presence of the mill industry increased, the owners practiced the "Rhode Island" method of employing entire families. Housing and other social activities were provided that created a sense of community. Subsequently, a number of neighborhoods and, more specifically, small mill towns evolved that can are still in existence today, most notably Hampden, Woodberry, Brick Hill, and Stone Hill.

The Jones Falls Valley is part of the Development of Public Grounds by the Baltimore City Parks Commission and the Olmsted brothers.

A few of the area's significant historical resources include:

- Stone Hill, a small neighborhood of 46 houses that originated approximately 160 years ago as a low-cost planned-unit development to house mill workers;
- Evergreen-on-the Hill, a 150 year-old Italianate mansion that was home to a mill supervisor and is now headquarters of the Society for the Prevention of Cruelty to Animals; and,
- Florence Crittendon Home, the former mansion of David Carroll, founder of Mt. Vernon Mills.

ACCESSIBILITY

The Jones Falls Valley is accessible by public transportation and car. There is a light-rail stop in Woodberry that is accessible to a number of the mills and at Coldspring Avenue where there are plans to build a 400-car parking garage. Falls Road, Cold Spring Lane, and Northern Parkway offer accessibility to I-83, downtown and I-95. During the summer months, the Baltimore Zoo operates a shuttle between the light-rail station and the zoo.

ORGANIZATION/POLITICAL SUPPORT

The Jones Falls Valley has a number of active residential and business associations. Hampden has a stable commercial district where 36th Street is experiencing a revitalization effort. The renovation of the Mt. Washington Mills into a mixed-use complex has received national attention.

Much of the area is recognized as being both locally and nationally historically significant. A number of the mills are individually listed on the National Register of Historic Places, while the Northern District Police Station recently received local historic recognition.

DEVELOPMENT/INVESTMENT

There are a number of projects that indicate an ongoing interest in the area. One of the more significant is the revitalization of Hampden's 36th Street commercial corridor. The three-block area is almost fully occupied with a number of restaurants, art galleries, and specialty retail. A number of commercial renovations involved residential rowhouse conversion. A number of the mills have been converted into mixed-use complexes, most notably Meadow Mills and the Mill Centre. A recently completed master plan for Clipper Industrial Park explores the feasibility of a sound stage and film complex.

A master plan for the entire Jones Falls Valley is underway. This effort is focusing on ways to unite economic, recreational and environmental opportunities. Additionally, the city is beginning a master planning effort for the Jones Falls Trail and hopes that the first phase will open in 2000 to coincide with the Jones Falls Celebration. The Jones Falls Celebration is an annual event that offers programming and educational opportunities. Its two keystone

activities are kayaking and canoeing the falls and a bike ride along I-83, which is closed for this morning event. This year's marketing is designed to encourage shopping in the area's commercial centers.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS CANTON

HISTORICAL RESOURCES

Canton is one of the oldest industrial communities in the United States. Throughout the 19th century, large companies, primarily related to the canning trade in the community, provided a stable base of employment. Socially, these companies were important for their corporate paternalism. Like the mill communities, employers provided housing and a number of social amenities for their workers.

Canton is also associated with the growth of a number of Baltimore's ethnic communities. Welsh, German, and Polish families settled in Canton where many were employed by the American Can Company, which is the area's last remaining structure associated with the canning industry. Between 1895 and 1924, four buildings were built that are now a popular mixed use complex featuring office, restaurant, and retail space as well as the corporate headquarters for DAP products. Across the street from American Can is J.S. Young, which produced a number of natural chemicals.

Canton's industrial past remains evident in the number of structures that still exist. Tin Deco, once the world's largest lithography plant, has been redeveloped into apartments and restaurants. The National Brewing Company, better known as Natty Boh, operated at the corner of Dillion and Conkling Street from 1872 through 1984.

ACCESSIBILITY

The reconstruction of Key Highway has made Canton accessible to downtown Baltimore and the larger community. Pedestrian access is available along the Harbor Promenade that connects to Fells Point, Little Italy, and the Inner Harbor. There is a water taxi stop and a number of temporary boat slips are available for day or overnight stays. I-95 is less than one mile away.

ORGANIZATION/POLITICAL SUPPORT

Canton and the surrounding area receive strong political support from city and state elected officials. There are a number of neighborhood associations, all of which play an active role in the community's affairs.

REDEVELOPMENT/INVESTMENT

Canton was the site of Baltimore's waterfront development through the 1990s. Canton Square around O'Donnell Street has become an upscale neighborhood business center featuring a variety of restaurants and amenities targeted to its young and relatively affluent resident population. The recent completion of the American Can Company's redevelopment has increased the demand for funky office space. Safeway built a new flagship store, demonstrating its confidence in the neighborhood's stability.

Canton is part of an Enterprise Zone and a number of the remaining industries continue to employ older, local residents. There are some tensions between the original families and younger residents, many of whom are rehabilitating two-bedroom homes that sell for \$120,000.

RECOMMENDATION

Canton, like Fells Point, has a number of amenities that make it an already desirable destination for residents and visitors. The area is attracting substantial private investment and is likely to continue to prosper. Its success is imminent and would benefit substantially from designation as a Target Investment Zone. Its industrial history and ethnic significance encourage its incorporation into a number of tours and programs.

NEIGHBORHOOD BACKGROUND
TARGET INVESTMENT ZONE SELECTION PROCESS
FELLS POINT/BROADWAY/HOPKINS HOSPITAL

HISTORICAL RESOURCES

This area contains a number of significant resources and events that could be reflected through a variety of thematic interpretations and

programs. Fells Point was established in 1730 as one of Baltimore's three original settlements. Johns Hopkins Hospital, built in 1877, represented the latest in medical technology and continues to be internationally renowned for its patient care and research. Broadway was designed as one of the city's early great boulevards, complete with grand homes for many of the city's German brewers, printers, merchants, and manufacturers.

The maritime industry has been the dominant force in much of the area's history and development. Additionally, just east of this area were a significant number of breweries and eastern European ethnic neighborhoods. The American Brewery, in the 1700 block of Gay Street, is one of the last remaining breweries and remains noted for its asymmetrical design.

Fells Point is characterized by its historic dwellings, which are narrow brick rowhouses that were typically occupied by workers in the maritime and canning industries. During the early 20th century, Fells Point was home to a number of eastern European immigrants; evidence of a strong Polish community can still be seen. In 1960, plans for an east-west expressway threatened much of the neighborhood's integrity and served as a rallying point for an organizational structure that remains active today. In 1969, Fells Point became the first National Register Historic District in Maryland. The area is also significant for a number of African-American historical events. Frederick Douglass owned a number of alley houses, many of which are still used as residences today. Isaac Myers established the country's first cooperative union when he founded the Chesapeake Marine Railroad and Dry Dock Company.

A few of the notable structures include:

- Admiral Fell Inn, originally a seaman's boarding house, is now a small inn and restaurant;
- Brown's Wharf, built as warehouses in 1822, represents one of the area's most successful conversions to offices and retail space; St. Stanislaus Kostka Church, the oldest local operating Polish congregation; and,
- Robert Long House, operated by the Society for the Preservation for Federal Hill and Fells point, is the oldest urban house in Baltimore.

ACCESSIBILITY

This corridor can be accessed by car, water taxi, and subway. The Harbor Promenade is an attractive and convenient pedestrian walkway connecting Fells Point to the Inner Harbor, Little Italy, and Canton. Parking is limited because a number of lots are being converted to development sites, and the neighborhood streets are narrow and have residential parking restrictions. A subway stop is located directly across from the hospital on Broadway. The area is approximately five minutes from I-95, and less than 15 minutes from downtown.

ORGANIZATION/POLITICAL SUPPORT

The Society for the Preservation of Federal Hill and Fells Point has been the dominant force in preserving the community. It was the lead organization in the fight to prevent the expressway, and recently opened a visitor's center on Ann Street. Southeast Development, Inc. is the sponsor of the Broadway Corridor project, a Main Street effort, and is also working to organize the businesses along the northern portion of Broadway. Johns Hopkins Hospital is leading an effort to streetscape Broadway from the hospital to the harbor. The hospital also has spearheaded a comprehensive community planning effort in addition to acquiring a number of properties in the area. The Historic East Baltimore Community Action Coalition (HEBCAC), one of the city's Empowerment Zones, plays an active role in organizing the community around security, sanitation, zoning, youth, and open space issues.

There are also a number of individual community organizations in the area:

- Fells Point Antique Dealers
- Fells Point Business Association
- Fells Point Community Organization
- Fells Point Homeowners Association
- Middle East Community Association
- Broadway Development Foundation
- Middle East Community Development Corporation

DEVELOPMENT PROJECTS

A significant number of warehouses have been converted into marketrate apartments. Recently, the Bagby Furniture building was converted to the headquarters for a local advertising agency in a combination of renovation and new construction. The most significant development to affect Fells Point is Inner Harbor East, a mixed-use complex that consists of office, retail, commercial, and residential uses. Sylvan Learning Center is headquartered here and is constructing a second office building. A Fresh Fields grocery store and a Marriott Hotel (formerly the Wyndham) are under construction.

The Living Classrooms Foundation is located on the city's original dock on the Inner Harbor. This three-acre site includes a 10,000 square foot education center, job training facility, marina, and sailing center. A 75-foot observation tower is the site's distinguishing landmark. The Living Classrooms Foundation created the National Historic Seaport Project, a collection of 16 maritime-related attractions in and around the Inner Harbor area. Modeled on the heritage tourism philosophy, these attractions focus on a common marketing strategy, a reduced admission price and a package that links the individual sites. Additionally, plans are underway to develop the Frederick Douglass-Isaac Myers Maritime Park, which includes renovating Myers' original facility into a combination of classrooms and retail space that would be run by the Foundation's students.

Broadway, between Hopkins Hospital and Lombard Street, is part of a larger planning effort. The Main Street effort has resulted in some streetscaping, merchant organizing, and a growing promotional event. "The Festival of Nations."

PUBLIC/PRIVATE INVESTMENT

The majority of the Fells Point area has or is realizing its development potential. Following the completion of Inner Harbor East, the Allied Signal Site will be the only remaining parcel available for public reinvestment. The site, until just recently a chemical manufacturing plant, participated in the state's voluntary brownfields clean-up program. It is being prepared for marketing to private development. The Society for the Preservation of Federal Hill and Fells Point has earmarked some scattered buildings for renovation as part of their

museum house efforts.

Fells Point is perhaps most recognized nationally as the police headquarters site for the television series "Homicide." With the series' completion, discussions have begun over use of the site. Many community activists feel that it should be used for recreation, while others believe that the site's potential lies in its continued use as a filming site.

In order to accommodate the growing demand for parking, Baltimore Development Corporation is constructing a parking garage near Little Italy. While this will help reduce a parking shortage, it will not address the demand for a bus staging area. The walk between Fells Point and Little Italy is manageable, but some type of intermodal transportation may be required to relieve the parking congestion that frustrates the residents.

The Broadway corridor offers greater potential for both public and private investment. HEBCAC'S plans to demolish, renovate, or construct more than 400 residences is anticipated to have a positive impact on this area both in terms of increasing the market size and the area's overall attractiveness to investors.

APPENDIX E MARKET RESEARCH AND ANALYSIS

Note: The following information originally was collected in 1999 and was used at that time to develop assumptions and recommendations. It is provided here as background material to inform readers of the data used in compiling the plan.

INTERNATIONAL TOURISM/TOURISTS

International tourism represented one-third of the value of world trade in the service sector. International tourist arrivals were over 594 million in 1996, while global revenues reached in excess of \$423 billion. The U.S. ranked second in international arrivals in 1996 with 44.8 million visitors. France ranked first in arrivals; however the U.S. ranked first in revenue with over \$64.4 billion dollars.

The U.S. increased its market share of arrivals from Sweden, Argentina, Brazil, Japan, Germany, the United Kingdom, South Korea, and Canada. Further, the U.S. lost market share from Taiwan, Switzerland, Australia, Hong Kong, Spain, Venezuela, Italy, France, Belgium, Israel, and Mexico.

The international market has both opportunities and challenges. The opportunities among international travelers are focused among visiting those sites that represent their ancestors' involvement in the growth of the United States. The challenge is that first time international visitors are interested in seeing the many mainstream tourist attractions in the United States.

Tour operators, however, do not seem to have much interest in heritage tourism. This may be appropriate since heritage areas may be more conducive to individuals, families, and small groups in order to sustain and protect heritage resources. The general opinion is that international visitors are only interested in seeing the mainstream attractions, regardless of whether this is their first visit to the United States. Their opinion is that those travelers who are returning to the U.S. are more interested in seeing more of the United States and the mainstream attractions.

Combined overseas, Mexican and Canadian visitation to the Capital region, (Maryland, Virginia and Washington, D.C.) was up 2.63 million in 1997, up 7.45 percent from 1996. Canadian markets declined in 1997 while the overseas and Mexican markets were up

significantly. Canadian visitation declined from 732,000 in 1996 to 704,000 in 1997, a decrease of 3.8 percent. Overseas visitation increased from 1.70 million in 1996 to 1.84 million in 1997, an increase of 8.2 percent. In 1997, overseas visitors spent an estimated \$918 million, a 4 percent decrease from the 1996 amount of \$960 million. Canadian travelers contributed \$130 million, which is a 4 percent decrease from the 1996 amount of \$136 million. Combined overseas, Mexican and Canadian spending for 1997 is estimated at \$582 million in D.C., \$290 million in Virginia and \$176 million in Maryland. Spending for 1996 is estimated at \$566 million for Washington, DC, \$276 million in Virginia, and \$254 million in Maryland.

Those countries generating international tourism for the Capital region were Canada with 27 percent, United Kingdom with 12 percent, Germany with 8 percent, South America with 6 percent, France with 5 percent, and Japan with 4 percent. The other countries generating international tourism are identified in the chart below. Of these counties visiting the Capital region the percentage of international travelers visiting cultural/heritage sites are: Germany 48 percent, South America 39 percent, France 33 percent, and United Kingdom 32 percent.

International visitors to the Capital region specified vacation/holiday and business as the two primary reasons visiting the U.S. (30 percent each). The secondary reason is to visit friends and relatives (18 percent). Purposes for other trips included attending conventions (8 percent), education (4 percent), and miscellaneous reasons (2 percent)

Annually, four to five million international travelers visit Maryland and spend \$300 million annually. Visitation to the metropolitan Washington, D.C. area is about 28 million. Of the top countries of origin to the area, the United Kingdom ranked fourth and Germany fifth, behind Canada, Mexico, and Japan. The average spending of a traveler from the United Kingdom is estimated at \$85 per day. Germans spend \$78 per day in the United States. Sources: World Trade Organization, Travel Industry Association of American, Virginia Tourism Corporation.

INTERNATIONAL TRAVEL TO U.S.

International travelers spend more money here than Americans spend on travel and tourism outside the United States.

YEAR	VISITORS (Mil)	TRADE SURPLUS (Bil)
1986	26.0	(\$6.5)
1987	29.5	(\$6.0)
1988	34.1	(\$1.4)
1989	36.6	\$5.2
1990	39.5	\$10.4
1991	43.0	\$18.9
1992	47.3	\$22.2
1993	45.7	\$21.9
1994	45.5	\$18.8
1995	44.0	\$22.0
1996	46.3	\$26.0
1997	48.9	\$26.2

Sources: Department of Commerce, Tourism Industries, International Trade Administration

NATIONAL TRAVEL AND TOURISM TRENDS

NATIONAL 1999 OUTLOOK FOR TRAVEL AND TOURISM

A strong economic performance, record low unemployment, and continued high levels of consumer confidence have created an environment in which U.S. travel is expected to set another record. Total U.S. resident travel was expected to increase 1.7 percent in 1999. Pleasure travel is expected to grow moderately (1.6 percent) in 1999, reflecting the strong U.S. economy. Business travel will increase 2 percent, a slightly faster rate than pleasure travel. International travel to the U.S. is expected to increase 1.3 percent during 1999, rebounding after a 2.8 percent decline in 1998. The boost in international travel is led by a projected 1.8 percent increase in the Canadian market, as well as a 1.1 percent growth in the overseas market anticipated during 1999. Total travel expenditures in the U.S., including both domestic and international figures, are forecast to increase 5.0 percent in 1999 to reach nearly \$541 billion.

 $Sources:\ DRI/McGraw\ Hill,\ Travelometer,\ TravelFORECAST,\ Outlook\ for\ Travel\ and\ Tourism$

Domestic Travel

Travel is part of the American psyche. Technology and infrastructure improvements have created a widely available travel product that is also affordable.

1997 Domestic Travel Statistics

Total Person Trips	1.16	billion*
Pleasure	808	million
Business	251	million
Auto/Truck/RV	926	million
Airplane	199	million
Bus/Train	23	million
Hotel/Motel	334	million trips * *
Length of Stav	3.7	nights

^{*} A person traveling 100 miles (one way) or more from home.

Sources: Outlook for Travel and Tourism

ECONOMIC IMPACT OF TRAVEL

Travel and tourism is the nation's largest services export industry, third largest retail sales industry, and one of America's largest employers. It is in fact the first, second, or third largest employer in 32 states. In 1998, the U.S. travel industry received more than \$515 billion, including international passenger fares, from domestic and international travelers. These travel expenditures, in turn, generated 7.6 million jobs for Americans, with over \$147 billion in payroll income. Approximately one out of every 17 U.S. residents was employed due to direct travel spending in the U.S. during 1998.

Economic Impact of Travel in the U.S., 1998*

(Including both U.S. resident and International Travel)
Travel Expenditures \$515.2 Billion
Travel-Generated Payroll \$147.4 Billion
Travel-Generated Employment \$7.6 Million
Travel-Generated Tax Revenue \$77.1 Billion
Trade Surplus \$18.7 Billion

Sources: Travel Industry Association of America

^{**} One or more persons from the same household traveling together.

Note: Includes spending by U.S. residents and international travelers in the U.S. on travelrelated expenses (i.e., transportation, lodging, meals, entertainment and recreation, and incidental items), as well as international passenger fares on U.S. flag air carriers; * Preliminary

Travel Expenditures in the U.S., 1989-1998**

(Billions)					
Year	U.S.	Intl.	Total U.S.	Intl. Pass.	Grand
	Resident	Travel	Travel	Fares*	Total
1998**	\$424.0	\$71.1	\$495.1	\$20.1	\$515.2
1997	408.2	73.3	481.5	20.9	502.4
1996	386.1	69.8	455.9	20.4	476.3
1995	360.4	63.4	423.8	18.9	442.7
1994	340.1	58.4	98.5	17.0	415.5
1993	323.4	57.9	381.3	16.5	397.8
1992	306.0	54.7	360.7	16.6	377.4
1991	296.1	48.4	344.5	15.9	360.3
1990	290.7	43.0	333.7	15.3	349.0
1989	272.9	36.2	309.1	10.7	319.8

Sources: Travel Industry Association of America

BASELINE TRAVEL FORECASTS

	1997	1998	1999	2000
Person-trips (millions)	1,026.6	1,035.6	1,053.0	1,076.4
Percent change	3.3%	0.9%	1.7%	2.2%
Intl visitors (millions)	47.8	46.4	47.0	48.6
Percent change	2.7%	-2.8%	1.3%	3.3%
Travel price inflation	73.7	177.1	180.7	186.3
Percent change	3.4%	2.0%	2.0%	3.1%
Travel exp.(\$bil)U.S. res.	\$408.2	\$424.0	\$446.2	\$470.9
Percent change	6.7%	3.9%	5.2%	5.5%
International visitors	*\$73.3	\$71.1	\$74.5	\$78.3
Percent Change	5.0%	-2.9%	4.8%	5.1%
Total Travel Exp.(\$bil)	\$481.5	\$495.1	\$520.7	\$549.2
Percent Change	4.3%	2.8%	5.2%	5.5%

Sources: TIA's Forecasting Models (U.S. Resident Travel Forecasts and Travel Price Inflation), Tourism Industries/ITA (International Visitor Forecasts)

^{*}Spending by international visitors traveling to the U.S. on U.S. flag carriers that are made outside the U.S. ** Preliminary

^{*} Includes spending within the U.S. only

TAXES

Travelers often pay higher taxes than other retail consumers pay for projects that benefit a local area but for which the local citizens do not want to pay. National averages for travel taxes are:

Airline (Domestic) 9 percent plus \$1 for each domestic

segment

(International) \$12 international arrivals fee, \$12 inter-

national departure fee,

\$6.50 Customs Service user fee, \$6 Immigration and

Naturalization

Service user fee, \$1.45 Agriculture Department fee

Airport \$3 passenger facility charge in most cities

Gas \$0.40 a gallon Restaurant 7.26 percent Hotel 12 percent

Auto Rental 8.24 percent plus an average surcharge in most cities of

either \$1.97 per day or \$2.45 per rental. Add an average 7.1

percent if rented at an off-airport site.

Source: U.S. Department of Commerce, Office of Tourism Industries

TRAVEL TRENDS ON THE RISE AND DECLINE

According to a recent study, there are trends that are rising and declining as the baby boomers come of age. This group tends to be more affluent and have time to travel, and is more adventurous, having experienced traditional vacations and tourist sites. They want to continue to travel but are seeking different things to do.

In 1998, two-thirds of vacations were taken in small weekend jaunts, as the most precious currency is time, not money. Family vacations have risen as parents use them as a substitute for the time they have not spent with their children due to factors such as work and meetings.

Additionally, people are taking trips closer to home and are planning impulsively – deciding Tuesday where to go on Friday. Baltimore City, which is a reasonably short distance from many locations, will benefit.

Adventure travel	35%
Traveling with children	24%
Educational travel	10%
More frequent, shorter trips	9%
Spa vacations	7%

HOTTEST TRAVEL TRENDS AMONG YOUNGER AFFLUENT CLIENTS

(ages 34 to 52)

Cruises (especially top luxury and expedition)	31%
Adventure travel	22%
Traveling with children	11%
More frequent, shorter trips	7%
Biking and walking trips abroad	7%

Travel Trends on the Decline

Bus/group tours	26%
Paying full fare for first class without using	
Frequent flyer miles	17%
Fitness during travel	14%
Long trips	11%
Traveling light	9%
Sources: Four Winds Travel Services, National Travel	Monitor

RESTAURANT INDUSTRY: AN INTEGRAL PART OF THE NATION'S ECONOMY AND TOURISM

In 1998, the National Restaurant Association reported sales of \$336 billion, approximately 799,000 locations, and 9.5 million employees. The number of employees is anticipated to top 11 million by 2005. With direct sales of more than \$336 billion, the overall impact of the restaurant industry is expected to reach nearly \$683 billion in 1998. This includes sales in related industries such as agriculture, transportation, wholesale trade, and manufacturing.

More than 44 percent of the food dollar was spent away from home in 1995, up from 25 percent in 1955. The average annual household expenditure for food away from home in 1995 was \$1,702, or \$681 per person. The restaurant industry should benefit from strong growth in international tourism in 1998, with an estimated 18

percent of tourist expenditures going toward food. Sources: National Restaurant Association

Lodging Industry Logs Growth

The American Hotel & Motel Association (AH&MA) reported that 1998 was the most profitable year ever for the lodging industry, netting \$20.9 billion in pretax dollars – nearly 23 percent more than in 1997 and nearly double the amount in 1996. The industry continues to advance, steadily rebounding from losses a decade ago. Other facts included in the statistical analysis of the lodging industry included:

The tourism industry is currently the third largest retail industry, behind automotive and food stores. In 32 states, the tourism industry ranks as the first, second, or third largest employer. The lodging industry supports more than seven million jobs totaling \$20.2 billion in wages.

Source(s): D.K. Shifflet & Associates, Smith Travel Research, The Travel Association of America, The U.S. Department of Commerce's Office of Tourism Industries/International, Trade Administration, American Hotel & Motel Association

Who is Traveling?

Americans aged 25 to 34 take more pleasure trips than other age groups. Those between 35 and 44 years old take more business trips than other Americans.

Business travelers often take children on their business trips. In 1997, 24.4 million business trips included a child compared to the 7.4 million business trips that included a child in 1987. This is an increase of 230 percent in ten years. Seventy-one percent of all business trips still include only one person, the same as in 1996. However, 17 percent of all business trips include two household members. The survey also found that 30 percent of all business travel in 1997 included some time for pleasure travel, which is the same as in 1996. In addition, 36 percent of all business travel in 1997 included an overnight weekend stay.

Nearly one-half of U.S. adults (46 percent) said they included a child (or children) on a trip in the past five years. Ninety-two million U.S. adults took a child with them on a trip of 100 miles or more from home. Three-fourths of these travelers (76 percent) took their own child on the trip. Sixteen percent included grandchildren on a trip,

eight percent took a niece or nephew on the road and six percent took other children.

Family trips with children represented just over half of all family vacations (54 percent) in 1998. This is about the same as in the recent past. In all, vacation trips with children were up five percent in 1998. Travel parties with children included not only one's own kids (77percent), but also grandchildren (15 percent), and others (20 percent). And one in five trips (20 percent) spanned three family generations. In addition, the number of family vacations that include children has increased by 55 percent since 1992. In 1998, family vacation trips accounted for 72 percent of all vacation trips. In all, 91.3 million adults took a family vacation, down from 104.2 million family vacationers in 1997. Family vacations are defined as vacation of 100 miles or more away from home with other members of the same household. Despite fewer travelers overall, those families that did travel took more trips. As a result, total family vacation trips were stable in 1998. The majority of family travelers took one or two trips in 1998 (71 percent). However, nearly a third of family vacationers (29 percent) took three or more vacations during 1998, a significant increase from 1996. Overall, in 1998, U.S. families to an average of 2.4 vacations.

Hotel/motel travelers take more trips, use more services including travel agents and rental cars, and report higher household incomes than do non-hotel travelers.

Married households represent the largest group of travelers with 61 percent of all trips being taken by married households. Single households took 21 percent of the trips.

Americans age 55 years and older are less likely to travel than their younger counterparts; however, their growing numbers coupled with their financial power and availability of time make them a very attractive market for the U.S. travel industry.

Weekend trips by Americans jumped by a dramatic 70 percent between 1986 and 1996 and now account for more than half of all U.S. travel. In comparison, non-weekend travel increased by only 15 percent during the same period. Americans took 604 million weekend person-trips in 1996 and nearly 80 percent of the travel was for pleasure. Weekend trips are popular year-round but summer is the most popular time for weekend travel, accounting for 28 percent of all weekend trips.

Minorities' travel habits are similar to those of all U.S. travelers.

These travel traits are common to all travelers, regardless of heritage:

- pleasure travel is the most common form of travel, and visiting family and friends is the most common reason given, followed by entertainment
- a majority of all travelers use cars as their primary mode of transportation
- the typical travel party includes two people
- the typical trip involves at least one overnight stay; and shopping is the top activity.

Source: Travel Industry Association of America

AFRICAN-AMERICAN TRAVELERS

When African-Americans take pleasure trips they are more likely to visit family and friends. They are more likely to travel for conventions and seminars than the total traveling population. African-Americans are more likely to add a little vacation time to their business trips than other travelers. Although African-Americans travel alone 59 percent of the time compared to 51 percent of travelers overall, ten percent of their trips involve group tours compared to four percent for travelers overall.

African-Americans spent \$405 per trip compared to \$421 per trip for other travelers. They averaged 932 round-trip miles per trip compared to travelers overall who averaged 814 round-trip miles per trip.

During their visits, African-Americans are more likely to participate in cultural events, festivals, nightlife, dancing, and gambling than travelers overall. African-Americans visit museums and other cultural sites that celebrate African-American heritage more so than other ethnic groups. Organizations, especially those that book large business conventions, look for locations that have made a concentrated effort to educate and inform visitors about cultural events, festivals, black-owned businesses, ethnic heritage tours, and other sites and services of interest to African-Americans.

African-Americans spend \$32 billion on travel each year and as a group account for nearly 79 million trips a year, or seven percent of the national total. In 1991, the leading top destinations for African-Americans were Maryland, D.C., and Virginia.

African-American visitors, like many travelers, enjoy these activities while traveling:

74%
65%
55%
55%
44%
36%
20%

With African-American consumers spending more on travel and lodging, visitor bureaus, companies, and others have directed product development and marketing toward them. For example, American Airlines has established an urban and community relations group to target African-American, Hispanic, and Asian travelers. The airline wins customers by sponsoring events that attract diverse ethnic groups and arranging special "ethno-tours" based out of Philadelphia. The airline has future plans for expanding its "ethno-tours" into New Orleans, Washington, D.C., and Baltimore.

Sources: Soul of America, Travel Industry Association of America, Black Family Today, The Wall Street Journal, National Association for the Advancement of Colored People (NAACP), American Airlines

AUTOMOTIVE TRAVELERS

Nine out of every ten American adults drive, according to the Department of Transportation's Nationwide Personal Transportation Survey (NPTS). In the next decade, the number of trips and miles driven by Americans should increase slowly or remain stable for two reasons. First, the number of adults aged 16 and older is expected to grow slowly, from 208 million in 1998 to 229 million in 2008. Second, baby boomers should not begin to retire in large numbers until about 2010.

The trend toward more travel may even continue after boomers retire, because these boomers will be a different breed of retiree. Educated Americans are more likely to participate in leisure travel, they are more likely to refrain from smoking and otherwise preserve their health. Currently, seniors aged 65 and older are more likely than average to report they cannot travel due to poor health. Six in ten adults aged 18 to 24 went on a leisure car trip in the past year. About eight in ten adults aged 55 to 64 traveled. However, only about half of seniors aged 65 and older made a lengthy car trip for leisure in the past year.

Although road trips might seem the cheapest way to go, some

people lack the discretionary income even for these jaunts. Less than one-third of households with incomes below \$15,000 took a road trip last year, compared with eight in ten households with incomes of \$40,000 or more. College-educated Americans are more likely than average to take road trips, while those who went no further than high school are only about as likely as seniors to take such trips.

Money is clearly one of the biggest deterrents to the one-third of adults who don't take road trips, as mentioned by 25 percent of those surveyed. But it is not the biggest obstacle. Twenty-seven percent of those who don't take trips say they don't have time.

Sources: Travel Industry Association of America, American Demographics, January 1999

MOTOR COACH TRAVEL

There are an estimated 30,000 to 40,000 motor coaches on the road. Today's coaches range in size from 44 to 54 passenger seats. The average cost of a motor coach is approximately \$400,000. A fully loaded motor coach represents \$5,000 to \$7,000 in revenue per overnight stay. The motor coach market has grown from an industry that produced over \$5.6 billion in 1995 to \$9.6 billion in 1996. The motor coach generated over \$4.9 billion in wages and salaries, while supporting approximately 195,150 jobs.

The daily expenditure for individuals on one-day tours was \$75.48 in 1996, up from \$69.07 in 1995. Daily spending per traveler on a multi-day tour dropped to \$156.76 in 1996 from \$159.54 in 1995. The average spending of one tour group using a motor coach on a multi-day trip is estimated at \$6,708 per day per coach with 43 passengers. One-day coach trips average total spending of \$3,268 per coach.

Market forecasters project growth among seniors, who have more disposable income and more free time. The motor coach operators are looking for more opportunities to offer their customers packages that are upscale and varied.

Roughly 52 percent of the motor coach companies operate ten or fewer buses and have less than 20 employees. Annual revenue for 51 percent of the motor coach companies is \$1 million or less, while 45 percent have revenues over \$1 million. The average operating cost of a bus company is 99.3 percent, which renders profit margins of less than one percent.

Seventy-five motor coach operators were contacted throughout

New York, New Jersey, and Pennsylvania to determine their present involvement in the heritage/cultural tourism market. Of those operators interviewed, four currently have active heritage tour programs in place.

The majority of the operators contacted were knowledgeable of heritage sites in their own areas, not in the Baltimore area. Of those operators interviewed who traveled to the Baltimore area regularly, the sites of potential heritage interest are:

- Great Blacks in Wax in Museum
- Royal Theater Site
- Eubie Blake Jazz Institute and Cultural Center
- Thurgood Marshall Statue
- Afro-American Newspaper
- Billie Holiday Statue/Park
- Civil War Museum

The BACVA's marketing goal is to add three motor coach tours of Baltimore in three different tour company catalogues annually.

Sources: American Bus Association (ABA), National Tour Association (NTA), Baltimore Area and Convention Association (BACVA)

What are Travelers Doing as Part of Their Visits?

Cultural and historic tourism is one of the more popular sectors of the travel industry. A recent TIA survey found that 53.6 million adults said they visited a museum or historical site in the past year and 33 million U.S. adults attended a cultural event such as a theater, arts, or music festival. Cultural and historic travelers spend more, stay in hotels more often, visit more destinations and are twice as likely to travel for entertainment purposes than other travelers. In 1996, visiting historic sites was the highest-ranked type of family vacation destinations at 41 percent. In 1995, the ranking was second at 49 percent, falling behind visiting a city, which ranked at 51 percent.

Dining, shopping, museums and tours are the top activities for travelers. Over one half of U.S. adult travelers (53 percent) planned activities after they arrived at their destination while on a trip of 100 miles or more, one-way, in 1999. This equates to 74.3 million U.S. adults. Dining out in restaurants was popular with more than 67 million travelers (48 percent) in 1998 and was the most popular activity planned after arrival at a destination. Going to a shopping area was the second most popular spontaneously planned activity (45

percent), followed by visiting a museum (26 percent). Other activities planned after arrival include: sightseeing tour (24 percent), movie (16 percent), theme park (15 percent), religious service (14 percent), live theatre or live performance (14 percent) and festival or parade (13 percent). One-quarter of travelers (24 percent) in 1999 went to some other type of attraction, which they planned after arrival at their destination.

Family reunions are popular with about one-third of all family travelers, according to the Better Homes & Gardens Family Travel Report. Thirty-four percent of family vacationers attended a family reunion in 1996, accounting for approximately 32 million travelers. Among age groups, Generation X travelers (18 to 34 years old) are the most likely to attend a family reunion.

Festivals are a popular way for travelers to experience new and interesting cultures. One-fifth of U.S. adults (21 percent) attended a festival while on a trip away from home in the past year. This translates to 31 million U.S. adults. One third of festival travelers (33 percent) attended an arts or music festival in the past year, making it the most popular type of festival to attend while traveling. Twenty-two percent of festival travelers attended an ethnic, folk, or heritage festival. This was followed by county or state fairs (20 percent), parades (19 percent), food festivals (12 percent) and religious festivals (11 percent). Thirty percent of festival travelers attended a type of festival other than the seven previously mentioned.

Garden tours are popular with many travelers. Nearly 40 million Americans, or one-fifth of U.S. residents (20 percent) went on a garden tour, visited a botanical garden, attended a gardening show or festival, or participated in some other garden-related activity in the past five years. This translates to 39.3 million U.S. adults. Ten million U.S. adults (five percent of U.S. adults, seven percent of past year travelers) participated in a garden-related activity in the past year. Nearly three-fourths of garden travelers (71 percent) visited a botanical garden in the past five years, making it the most popular garden activity. Thirty-six percent of garden travelers attended a gardening show or festival and 29 percent went on some type of garden tour. Another 16 percent participated in some other type of garden-related activity or tour.

Sports and travel go together. Two out of five U.S. adults (38 percent) attended an organized sports event, competition, or tournament as either a spectator or as a participant while traveling in

the past five years. This equates to 75.3 million U.S. adults. A majority of these sports event travelers took their most recent sports trip in the past year (70 percent or 52.7 million adults). The most popular organized sports event to watch or participate in while traveling is baseball or softball, with 17 percent of U.S. adults traveling 50 miles or more to see or play in a baseball or softball game in the past five years. This is followed by football (15 percent), basketball (9 percent) and auto/truck racing (8 percent).

Sources: Travel Industry Association of America, Better Homes & Gardens Family Travel Report, Tourism Works For America Report

Computers, the Internet, and Travel and Tourism

The Internet and online services are very popular with travelers. Travelers who prefer the Internet over travel agents tend to be younger, have children at home, have several wage earners in their households and are more likely to live in the South Atlantic region. Six million travelers booked trips online in 1997 and the percentage of travelers who use online services and/or the Internet for travel plans or reservations jumped from 11 percent in 1996 to 28 percent in 1997. Meanwhile there was a 19 percent increase in the share of Americans who prefer the Internet for travel reservations, rather than using a travel agent. In 1998, the number of travelers booking online should increase by 12.1 million.

Online travel revenues will grow enormously over the next five years as computer users discover the joys of booking travel online. Internet users booked \$276 million in travel online in 1996, including air travel, hotel rooms, car rentals, and other travel products. In 1997, sales tripled to \$827 million and by the year 2002 the size of the online travel industry will reach nearly \$9 billion. Airline tickets accounted for nearly 90 percent of all online travel sales, generating \$243 million in revenue in 1996, though by the year 2002, the proportion of airline tickets purchased online is expected to drop to 73 percent, accounting for an estimated \$6.5 billion in sales. Non-airline sales, mostly hotel and car rental bookings, are expected to grow from \$31 million in 1996, to \$2.2 billion in the year 2002. Online advertising on travel websites will grow from \$2 million in 1996, to \$282 million in 2002.

Source(s): Travel Industry Association of America, U.S. Department of Commerce, Tourism Industries, TravelScope

Travel Periods (multiple responses)

Spring	(March, April, May)	43%	
Summer	(June, July, August)	66%	
Fall	(September, October, November)	49%	
Winter	(December, January, February)	34%	
Source: 1997 AAA/CAA Membership Profile			

Seasonal Preferences

Summer 62% of adults prefer summer

46% prefer to be too hot

Winter 38% of adults favor winter

54% would rather be too cold64% of adults watch more television

63% of adults read more

52% spend more time baking and cooking

40% admit to eating more 38% never get cabin fever 33% entertain and shop more

29% attend to household chores more

19% participate in sports

Source: American Demographics, January 1998

Source of Travel Information

Travel information comes from a variety of sources, but friends and relatives are the number one source for information about places to visit or about flights, hotels or rental cars (43 percent). Travel agents are the second most popular source of travel information (39 percent) and travel companies such as airlines, hotels or rental car companies were third (32 percent). One in five past year travelers (21 percent) contacted a city, state, or country's tourism office to get information about a destination that they planned to visit or about flights, hotels or other travel services in the past five years. This equates to 33 million U.S. adult travelers. Contacts with travel agents, tourism offices, and travel companies include visits to the web sites of these organizations. In total, 19 percent of travelers visited a web site to obtain travel information in the past five years.

Sources: Better Homes & Garden Family Travel Report, Coopers & Lybrand, Travel Industry Association of America

DEMOGRAPHICS AND PROFILES OF HISTORIC AND CULTURAL TRAVELERS

Historic travelers are defined as those whose itinerary includes a historic place or museum; cultural travelers are those who attend a cultural event or festival.

Demographics of Total U.S. Historic/Cultural Travelers

Average age	46	48
Children in household	45%	41%
College graduates	52%	54%
Annual household income	\$41,455	\$42,133
Retired	15%	18%
Computer owner	42%	44%

Sources: Profile of Travelers Who Participate in Historic and Cultural Activities, 1997, Travel Industry of America

HISTORIC TRAVELERS

Nearly 65 million adults took a trip in 1997 that included at least one stop at a cultural or historic destination, according to the August 1997 TravelScope Survey conducted for the Travel Industry Association of America. One in six (33 million) took a trip that included a visit to a cultural event or festival, and one in ten adults did both.

Historic and cultural travelers are slightly more likely than all travelers to be aged 55 and older, retired, and college educated. They are also less likely to have children living at home. Baby boomers are the most-educated generation in U.S. history, and the oldest ones are saying good-bye to their college-bound children.

They take longer trips that the average traveler, almost five nights compared to three for other travelers, and are likely to stay in hotels, motels, and bed and breakfasts instead of private homes. They tend to travel in groups, fly to their destination, and shop in addition to sightseeing. Historic travelers are bigger spenders than other tourists. They spend an average of \$688 per trip, compared with \$557 for cultural travelers, and \$425 for all U.S. travelers. Historic travelers are almost twice as likely as all tourists to spend more than \$1,000 on a trip. Twenty percent do, compared with 11 percent of all travelers and 15 percent of cultural travelers.

Travelers to cultural events and festivals are more likely to be on a day trip or short trip; however, they still spend more than noncultural/historic travelers (\$373).

Historic travelers tend to have more money and are more likely than the average traveler to indicate that their primary purpose for travel is pleasure – 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal, compared with 18 percent of all other travelers.

Sources: The Travel Industry Association of America, August 1997 TravelScope Survey, Profile of Travelers Who Participate in Historic and Cultural Activities, American Demographics, October 1997, D.K. Shifflett & Associates

HERITAGE TOURISM PROGRAM DEVELOPMENT

Americans who visit a historic or cultural site or museum spend an average of \$615 per trip compared to \$425 of all U.S. travelers. Cultural travelers tend to take longer trips, and stay more often in hotels, motels and bed and breakfast facilities. In 1996, 17 percent of the U.S. adults traveling visited a cultural site or festival. Six percent cited a cultural event as having prompted their trip.

Cultural travelers spend an average of 4.5 nights on their trips, with 36 percent visiting two or more states. The top ten states that reported 30 percent or more of their visits included historical/cultural activities are: Washington, D.C.; Hawaii; Alaska; South Dakota; New York; Vermont; New Mexico; Virginia; Rhode Island and Maryland/Massachusetts (tied). Group tour travelers visiting the U.S. spend more than \$253 million on historic/cultural site admissions and more than \$205 million on cultural performance admissions.

Several states have heritage/cultural tourism programs that are run by more than one entity, for instance, the State of Virginia's heritage program is managed, supported, and marketed by its Destination Marketing Organizations, Convention and Visitor Bureaus, the Virginia Tourism Commission, Virginia NAACP, Travel Council for Indian Tribes, and local communities. The general consensus from these state tourism offices is that fostering partnerships among related people and organizations is necessary. With bringing a variety of entities together to develop a heritage program, resources are coordinated, skills sets are identified and focused, and support is developed throughout the state programs for heritage projects.

A variety of organizations involved in statewide cultural and heritage programs give different agencies the opportunity to receive multiple grants, sponsorships, and government support. Further, states have tied-in cultural and heritage programs throughout the state. This is in an effort to bring visitors to the state and keep them as captive audiences, thus retaining tourism revenue in the state. They are focusing on key events occurring within their state and tying in other cultural and heritage experiences. Virginia has taken advantage of the Intermodal Surface Transportation Efficiencies Act of 1992, which is a congressional initiative to enhance and develop existing entities by matching development dollars.

Another example of partnering is the American Pathways 2000 program, which is a public-private sector partnership that recognizes cultural/heritage tour itineraries. American Pathways is a joint venture with the Department of Commerce Office of Tourism Industries, National Tour Association, American Bus Association, US Tour Operators Association, Receptive Services Association, and International Association of Convention and Visitors Bureaus.

American Pathways is a part of the White House Millennium Program, which is spearheaded by Hillary Clinton. It recognizes the creativity and inventiveness of the American people. Tour operators were invited to develop and submit itineraries that demonstrate the cultural and heritage diversity of our country. The operators were encouraged to work with destination marketing organizations to develop their heritage tours.

Sources: Travel Industry Association of America, Department of Commerce Office of Tourism Industries

LOCAL (BALTIMORE) STATISTICS, TRENDS AND PROFILES BALTIMORE CITY VISITOR STATISTICS

1998 Leisure Travelers

13 million

3.3% were overnighters

5.1% were daytrippers

8.4% were vacationers

1998 Business Travelers

4.6 million

1.9% were overnighters

2.7% were daytrippers

1998 Direct Spending

\$3 billion in direct spending

Number of Visitors Annually 1992 - 1998

(millions)	
1992	9.8
1993	9.1
1994	11.0
1995	10.3
1996	11.0
1997	13.4
1998	13.6

(Ocean City: 8 million)

VISITORS TO AREA ATTRACTIONS

Inner Harbor	15 million
Lexington Market	4 million
Camden Yards	3.6 million
Power Plant	3 million
Pimlico Race Course	1.9 million
Aquarium	1.6 million
Little Italy	1.3 million
Fort McHenry	668,000
MD Science Center	645,000
Baltimore Zoo	619,000
Baltimore Welcome Center	550,000
Baltimore Museum of Art	305,000
Walters Art Gallery	300,000
Maritime Museum	160,000
Port Discovery	100,000* (3 month)

APPENDIX E

SEASONALITY

Summer visitors come from further away and are composed of more families. Winter visitors are usually couples who visit for leisure.

Overnight Leisure Travelers

Average age 40

Average income \$61,000

Education college degree

Marital status usually married

Occupation 37% management/professional

24% technical/sales19% not employed13% services/other

7% retired

Travel party 35% family

34% couples19% single adults12% other

Purpose of travel 46% visit friends and family

26% special events12% general vacation9% getaway weekend

7% other

Activities while visiting

(multiple responses) 34% dining

30% shopping 29% entertainment 25% touring 21% cultural 19% history 14% sports 11% waterfront

Mode of travel 79% auto

16% air 5% other

Average distance 386 miles Average length of stay 3.5 days

Where people stay 48% hotels/motels

32% private homes

20% other

Origin by city 23% New York City

8% Philadelphia7% Washington, D.C.

5% Boston

4% Harrisburg/Raleigh/Greensboro

Origin by state 14% Pennsylvania

13% New Jersey12% New York9% Washington, D.C.

9% Washington,8% Virginia

5% Maryland
Average spending \$101 daily
Average driving distance 52 miles

Overnight Business Travelers

Average age 43
Average income \$74,000

Education 2/3 with college degrees

Marital status 75% married

Occupation 58% management/professional

25% technical/sales

19% other

Travel party 74% single adult

10% couples

8% 2 adults, not married

6% 3+ adults 3% families

Purpose of travel 24% business

23% general travel20% conventions14% sales/consulting10% other/group/marketing6% government/military

4% repair services

Activities during visit 38% dining

13% entertainment12% shopping

APPENDIX E

8% touring

8% history 7% culture 6% sports

4% group tours

Mode of travel 43% air

55% auto

2% other

Average one-way distance 473 miles Average length of stay 3.6 days

Repeat visitors 72% visited in last three years

28% had not visited in the past three

years

City of origin 16% New York City

11% Philadelphia5% Harrisburg5% Washington, D.C.

4% Atlanta

4% Los Angeles

State of origin 16% Pennsylvania

15% New Jersey 8% Virginia 8% California 7% New York 5% California

Source: Baltimore Area Convention and Visitors Association (BACVA)

MARKET AND ECONOMIC DEVELOPMENT STATUS AND POTENTIAL

NATIONAL AND INTERNATIONAL VOLUME

In 1994, there were 1.13 billion U.S. resident person trips, a 6.6% increase over 1993. The U.S. Travel and Tourism Administration, now the International Trade Association under the U.S. Department of Commerce, estimated that 43 million international visitors would travel to and through the U.S., a decline of 5.5% from 1994. Nationally, travel and tourism is the third largest retail sales industry in business receipts, following auto dealers and food stores. Tourism is the nation's largest service export earner, ahead of agricultural goods, chemicals, and motor vehicles.

NATIONAL AND INTERNATIONAL SPENDING

U.S. residents spent \$359.9 billion on domestic travel in 1995, a 6.1% increase over 1994 (\$339.2 billion). International travelers spent \$60.4 billion in the U.S. in 1994, a 4.4% increase over 1993. U.S. residents and international visitors traveling within the United States in 1994 generated \$399.6 billion in expenditures. Nationally, each dollar spent on travel produces 27.5 cents in payroll income. In 1994, travel to and through the U.S. generated \$58 billion in federal, state, and local tax revenue. The direct and indirect impact of the travel industry is equivalent to more than 10% of the GDP, jobs, capital investments, and tax revenue in the world, regional, and national economies. The typical American household spends \$3,900 per year on travel in the United States and abroad - almost as much as it spends on private health care or on food, beverages, and tobacco combined, and twice as much as it spends on clothing. Conventions, meetings, expositions, and incentive travel generated a total of \$75.6 billion in revenue. The International Association of Convention & Visitors Bureaus expects meetings to become more important in destination selection.

LOCAL SPENDING

Travelers to Baltimore spent \$2.7 billion in 1997, up 14% from 1996. These numbers show that Baltimore's increase in travel-related spending is more than three times higher than the rate of increase for the entire nation. Spending increased again in 1998 to \$3 billion. Businesses that provide dining, entertainment, shopping, cultural, historical information, and sporting events are poised to benefit from the increased spending. Once the hotels that are in various phases of planning and/or building are completed, more tourists will be able to stay longer in Baltimore and spend additional money. Also, new services, tours, and products will generate revenue as well. In the State of Maryland visitors took 19.2 million trips.

NATIONAL EMPLOYMENT

In 1995, travel and tourism directly supported 6.6 million jobs, and another 8.9 million indirectly. Travel and tourism affects directly or indirectly one in nine jobs in the United States. Many of them are in small businesses and in urban or rural areas. In 1995, more than

APPENDIX E

276,000 workers in the U.S. travel industry were those who are self-employed or in family-owned businesses, more jobs than in the entire steel industry. In 1995, more than 684,000 executive positions existed in the four major segments of the travel industry. This is forecasted to grow 30.7% by the year 2005. Employment in the travel industry's major sectors is expected to increase by the year 2005, compared to an increase of 14.9% in total U.S. employment. Travel and tourism accounted for 11.4% of the work force in the United States in 1994. Travel and tourism is the nation's second largest private industry employer. Travel exceeds the combined payrolls of the U.S. steel and motor vehicles manufacturing industries. The transportation sectors of the travel industry, including intercity and rural bus transportation, and airlines, rank among the highest-paying sectors in the U.S. economy.

Source(s): World Travel and Tourism Council, 1995; National Travel and Tourism Awareness Council, Tourism Works for America: A Report of the Travel and Tourism Industry in the United States, 1991; American Express Travel-Related Services, The Contribution of the World Travel & Tourism Industry to the Global Economy, 1989; National Travel and Tourism Awareness Council, The Tourism Works for America Report, 1994

ECONOMIC DEVELOPMENT TRENDS AND OPPORTUNITIES

NATIONAL BUSINESSES

Small businesses dominate the travel and tourism industry. In 1992, the last year for which government data is available, there were 346,000 firms with under 50 employees in four travel-related industry segments. This represents 93.7% of the all the firms within these segments. These firms are an important part of the "American Dream," the opportunity for business ownership.

The number of African-American-owned businesses in the United States increased 46%, from 424,165 to 620,912, between 1987 and 1992. Receipts for these firms rose 63% during this span from \$19.8 billion to \$32.2 billion. The total number of firms in the United States increased 26% over the period to 17.3 million. Their receipts grew 67% to \$3 trillion.

Sources: Survey of Minority-Owned Business Enterprises, U.S. Census Bureau

BALTIMORE CITY MINORITY-OWNED FIRMS

(Firms and receipts by group, receipts in millions)

Group	Number	Receipts
All firms	32,966	7,931.0
Minority-owned	8,960	428.8
African-American-owned	7,542	233.2
Hispanic-owned	350	32.9
Asian and American Indian-owned	1,237	167.3
Woman-owned	12,765	1,076.5

Note: Based on 1992 Economic Census Profile. Includes sole proprietorships,

partnerships, and subchapter S corporations.

Sources: U.S. Bureau of the Census, Statistical Information

CORPORATE SPONSORSHIPS

Major corporate support for historic travel is strong and expected to increase. Many of the sponsorships through education result in economic development. Communities have been taught how to set up historic tourism programs and that historic tourism works best when a group of sites combine to market themselves as a destination. Some of the leading corporate sponsors of historic tourism are American Express, Best Western Hotels, and Alamo Rent A Car.

Sources: National Trust for Historic Preservation

Eating and Drinking Establishments are Mostly Small Businesses

More than four out of ten eating and drinking establishments are sole proprietorships or partnerships. The number of African-American-owned and woman-owned companies increased at double-digit rates during the last decade, with sales also rising dramatically.

Source: National Restaurant Association

BALTIMORE TOURIST VISITOR SERVICES

VISITOR SERVICES

The Baltimore Area Convention and Visitors Association (BACVA) provides a range of services for business, leisure, group, and

convention travelers. The services include information about the following: accommodations, agencies, associations, arts, attractions, events, heritage, history, night life, recreation, restaurants, retail, services, sports, and transportation. Through four separate venues, The Inner Harbor Visitor Center, the call center (1-888-BALTIMORE), BACVA'S web site (www.baltimore.org) and the information/restaurant kiosks at the Convention Center, BACVA shares up-to-date information and monitors tourism activity.

The providers of these services are members of the association, which has the effect of limiting the full range of options available to persons contacting BACVA. Through the web site, it is possible to view virtual tours and request assistance and printed information such as visitor guides, a facilities guide, maps, or a group tour planning guide. The BACVA-run Inner Harbor Visitor Center provides information for tourists already in town. The Visitor Center only distributes information for members of the association. An "800" number is available for telephone inquiries and information requests prior to the arrival of the visitor.

Upgrades to visitor services that are in progress or planned include, a new telephone and computer system, new computer software, extended hours of operation, an advance hotel reservation system, a concierge service to sell tickets to attractions, sites, and tours, on-site performances at the Visitor Center, a theater to show a movie/video about Baltimore, and a gift shop.

The Baltimore Office of Promotion (BOP) produces year-round events for residents and tourists alike, most of which are free. A monthly calendar of events is available to tourists.

The Baltimore Tourism Association (BTA) is a membership organization that collectively advertises, participates in trade shows, and provides information via a web site. The site has the capacity to link to the sites of members of the association. Information is provided through a general brochure and the web site.

The Downtown Partnership of Baltimore (DPOB) is another organization that seeks to gain visitations by local residents primarily to a designated section of downtown Baltimore. Activities and events are held year-round. Because the organization has uniformed security-type personnel walking throughout downtown, many tourists ask these persons for information. Additionally, they may distribute materials they have available.

The Maryland Office of Tourism Development (OTD) provides

tourism services for the entire state. This organization seeks to attract visitors who are arriving via motor coach, airplane, and automobile, individual travelers, incentive and business travelers, and meeting, retreat, and convention travelers. Focused efforts include promoting Baltimore and lodging, food, and retail businesses. Various publications are available for consumers, the travel trade, and the Maryland tourism industry. OTD also has an "800"number for inquiries but it does not have a visitor service presence in Baltimore City.

Sources: Urban Asset Management/Urban Marketing, Baltimore Office of Promotion, Maryland Office of Tourism Development, Downtown Partnership, Baltimore Area Convention and Visitors Association

VISITOR SERVICES/INFORMATION OFFERED IN OTHER MARKETS

Listed below are a sampling of other types of services and information that are not found on many web sites, including that of the Baltimore Area Convention and Visitors Association (BACVA), but could be useful information for visitors.

Specific e-mail addresses for departments, interests, or questions

Accessibility information

Campgrounds and RV parks

Parks and public land

Fishing and hunting

Wildlife

Gardens

Eco-travel

Current road, weather, and water conditions

Safety information

Visitor news

Internal and external site links

Gasoline and diesel prices

Pet rules and accommodations

Special offers

Driving tips

Estimated driving distances from feeder markets

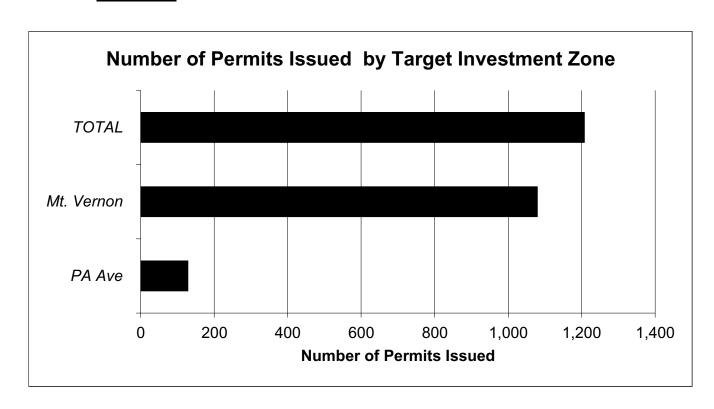
APPENDIX F

APPENDIX F PERFORMANCE MEASURES

PERFORMANCE MEASURES	CHA Boundary 2000	CHA Boundary	Historic Charles St /Mt. Vernon TIZ 2000	Historic Charles St /Mt. Vernon TIZ 1999	Pennsylvania	Pennsylvania Avenue TIZ 1999
Leisure Travel Stay*						
Average Length of Stay	2	2			'	
Average Spending	\$541	\$452				
Average Room Rate	\$80.70	\$74.30				
Accommodations**	400	ψσσ				
Total Rooms Available Downtown	4,675					
Total Rooms Consumed	1,010					
Occupancy	72.0%					
Visitation - Number of Visitors ***	12.070					
Harbor Place	17 million	15 million				
Lexington Market	3.7 million	3.7 million				
Oriole Park at Camden Yards	3.29 million	3.4 million				
National Aquarium	1.6 million	1.58 million				
Fort McHenry	700.000	685.000				
	650,000	650,000				
Maryland Science Center						
Baltimore Zoo	600,000	646,213				
Port Discovery	350,000	415,000				ı
Great Blacks In Wax Museum	275,321	225,000				
Baltimore Museum of Art			290,299	277,589		
Baltimore Maritime Museum	208,000	151,523				
Top of the World Observation Tower	155,000	160,000				
Baltimore Museum of Industry	152,000	135,000				
B&O Railroad Museum	142,217	95,000				
Walters Art Gallery****			136,303	150,000		
Eubie Blake National Jazz Institute and						
Cultural Center****			700	N/A		
MD Historical Society			125,000	134,271		
American Visionary Art Museum	59,654	56,928				
Babe Ruth Museum [^]		35,000				
Public Works Museum [^]		25,000				
			2000/2001	1999/2000		
Performances^^			Season	Season		
Myerhoff Symphony Hall						
Center Stage						
Tickets Sold			95,000	89,000		
Attendance			103,000	98,000		
Peabody Conservatory						
Tickets Sold			17,234	18,751		
Interpretation						
New or Improved Interpretative Exhibits	0	0	0	0	0	0
Protection						
# of Newly Listed Structures	1510	50				
# of Acres of Newly Protected Open Space	Approx. 10 acres	0				
**D-Itim	-1-41					
**Baltimore City Convention and Visitors Asso						
***Baltimore City Convention and Visitors Ass	L					
****Visitation numbers may have declined due						
*****Estimated number of visitors to the Cente						
^Baltmore Business Journal from the Baltimor		nd Visitors Associa	ation			
^^Statistics received from individual attraction	S					

APPENDIX F
CONSTRUCTION AND REHABILITATION PERMITS

	PERMITS	FEE	Est COST
PA Ave	128	\$9,812.00	\$1,380,365.00
Mt. Vernon	1,079	\$477,758.00	\$599,861,835.00
TOTAL	1,207	\$487,570.00	\$601,242,200.00



APPENDIX G

APPENDIX G
MANAGEMENT ENTITY OPERATING BUDGET

PERSONNEL	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5
Administrator	# 00,000	COO 400	#05.000	000 440	674 000
Administrator	\$60,000	\$62,400	\$65,208	\$68,142	\$71,208
Admin. Assistant(1)	\$19,500	\$21,450	\$26,000	\$27,300	\$28,665
Heritage Activity Coord.(2)		\$32,500	\$35,100	\$50,000	\$52,250
TIZ Coordinator (3)				\$32,500	\$35,100
Promotion/Events (4)					\$35,100
Staff Subtotal	\$79,500	\$116,350	\$126,308	\$177,942	\$222,323
Benefits@30%	\$23,850	\$34,905	\$37,892	\$53,383	\$66,697
TOTAL STAFF	\$103,350	\$151,255	\$164,200	\$231,325	\$289,020
ADMINISTRATIVE					
Computers	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600
Office Supplies	\$2,000	\$2,300	\$2,760	\$3,312	\$3,974
Fees and Dues	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Travel	\$4,000	\$5,200	\$6,000	\$6,500	\$7,000
Other	\$1,400	\$2,100	\$2,352	\$2,822	\$3,387
TOTAL ADMINISTRATIVE	\$15,000	\$17,200	\$18,712	\$20,234	\$21,961
TOTAL OPERATING	\$118,350	\$168,455	\$182,912	\$251,559	\$310,981

- 1. Administrative Assistant assumes 25 hours per week @ \$15/hour in Year 1 increasing to \$16.50 in Year 2 and becoming a full-time position in Year 3.
- 2. Heritage Activity Coordinator would focus on coordinating activities between public and private agencies. This begins as a part time position in Year 2 assuming 25 hours per week at \$25 per hour, increasing to \$27 per hour in Year 3 and becoming a full time position in Year 4.
- 3. TIZ Coordinator would coordinate projects and financing. This begins as a part time position in Year 4 assuming 25 hours @\$25 per hour increasing to \$27 hours per hours in Year 5.
- 4. The Promotions/Events Coordinator would begin as a part time position in Year 5 assuming 25 hours per week at \$27 per hour.

APPENDIX H LETTERS OF SUPPORT

CITY OF BALTIMORE

MARTIN O'MALLEY, Mayor



COMMISSION FOR HISTORICAL AND ARCHITECTURAL PRESERVATION

Charles L. Benton, Jr. Building Suite 1037, 417 E. Fayette Street Baltimore, Maryland 21202

MEMO

FROM: Ms. Kathleen G. Kotarba Executive Director Commission for Historical and Architectural Preservation

DATE: August 6, 2001

SUBJECT: Resolution of the Mayor of Baltimore City Authorizing Submittal of a Management Plan for the Certification of the Baltimore City Heritage Area as a Certified Maryland Heritage Area.

ACTION REQUESTED OF BOARD OF ESTIMATES

We request your Honorable Board to approve this resolution of the Mayor of Baltimore City to approve and authorize the submittal of a Management Plan for the certification of the Baltimore City Heritage Area as a Certified Maryland Heritage Area.

AMOUNT OF MONEY AND SOURCE OF FUNDS

Approval of this resolution requires no expenditure of funds.

EXPLANATION

The City of Baltimore is seeking the status of "Certified Heritage Area" within the Maryland Heritage Areas Program. This status will make new funding sources available to heritage tourism attractions within the Baltimore City Heritage Area. Through CHAP's coordination and leadership, the Baltimore City Heritage Area Management Plan has been prepared. The Maryland Heritage Areas Authority required the submittal of a formal resolution of the Mayor of the City of Baltimore to accompany the application for certification. Attached please find the Baltimore City Heritage Area Plan Executive Summary.

APPROVED BY THE BOARD OF ESTIMATES

Bernice 31. July 1 5 2001

k

Date

Resolution for Certification

Baltimore City Heritage Area

A RESOLUTION of the Mayor of Baltimore City approving and authorizing the submittal of a Management Plan for the certification of the Baltimore City Heritage Area as a Certified Maryland Heritage Area.

WHEREAS, Baltimore City has prepared a Management Plan to designate a portion of the recognized Baltimore City Heritage Area as part of the Maryland System of Heritage Areas, a copy of which is attached hereto as Exhibit A and incorporated herein by reference; and

WHEREAS, The portion of the recognized Baltimore City Heritage Area proposed as a Certified Maryland Heritage Area has important environmental, recreational, and cultural resources, as well as significant historical sites and districts that have National Register and Baltimore City historic designations; and

WHEREAS, The Baltimore City Heritage Area Management Plan presents strategies for enhancing these resources, improving linkages, advancing economic development strategies, and providing for stewardship and preservation; and

WHEREAS, the Management Plan will complement other State and County initiatives in the Certified Heritage Area; and

WHEREAS, by action of the Baltimore City Planning Commission the City's Comprehensive Plan has been amended to adopt the portions of the Management Plan relevant to the Comprehensive Plan as a strategy to implement the Comprehensive Plan; and

NOW, therefore, be it resolved by the Mayor of the City of Baltimore that the Management Plan and the proposal to request that the Baltimore City Heritage Area become a Certified Maryland Heritage Area, attached hereto as Exhibit A, be and the same is hereby approved and the City of Baltimore is hereby authorized to submit the Management Plan and Certified Heritage Area proposal to the Maryland Heritage Area Authority for approval.

Be it further resolved, that this resolution shall take effect upon the date of its adoption.

APPROVED BY THE BOARD OF ESTIMATES

LAND BUNGAL CON

Mayor Date

Alternate Custodian of the City Seal



MARTIN O'MALLEY Mayor 250 City Hall Baltimore, Maryland 21202

June 13, 2001

Secretary Raymond Skinner
Maryland Department of Housing and Community Development
Chairman, Maryland Heritage Areas Authority
100 Community Place
Crownsville, MD 21032

Re: Certification of the Baltimore City Heritage Area

Dear Secretary Skinner:

On behalf of the City of Baltimore, I pledge my enthusiastic support for the certification of the Baltimore City Heritage Area by the Maryland Heritage Areas Authority (MHAA). Baltimore City's heritage tourism community recognizes the significance of achieving the certification status and appreciates the MHAA's endorsement of the Management Plan.

The completed Management Plan document conveys the extent of Baltimore's heritage tourism offerings, which is unrivaled. The Plan recognizes the abundance of heritage and cultural assets that offer new opportunities for economic development in our community. Baltimore's unique character will allow us to expand upon our popularity as a major tourism destination. Our local blend of heritage attractions is one of our greatest strengths.

The Heritage Area Management Plan has been adopted by the City of Baltimore as a component of the Comprehensive Plan. This was achieved by action of the Planning Commission who has worked in partnership with the Commission for Historical and Architectural Preservation (CHAP) to develop the Plan. The members of the Mayor's Heritage Area Steering Committee, the Consultant Team (led by Carol Truppi, HRG, Inc.), CHAP and the Planning Commission have worked very hard to complete a plan that provides thorough documentation and vision.

Upon confirmation of achieving the Certified Heritage Area status, the City is prepared to appoint the Management Entity and begin to implement the Plan. Due to the importance of the program, I have agreed to house the Baltimore City Heritage Area within the Mayor's Office. I welcome the timely approval of the Management Plan, so that our local partners in heritage tourism development may begin the important work that lies ahead. Implementation of the

Certified Heritage Area will enhance city-wide efforts to foster new and sustainable economic development. We appreciate the encouragement of the State of Maryland in this endeavor.

Sincerely.

víayor.

MO'M/kk

THE EUBIE BLAKE NATIONAL JAZZ INSTITUTE AND CULTURAL CENTER

847 North Howard Street Baltimore, Maryland 21201 Talephone (410) 225-3130 Facsimile (410) 225-3139

December 12, 2000

BOARD OF DIAGOTORS

January Company Problem

Сатьу мизму Егасийм (мостол

Deleres Baden netienta Brown Ardiar Begg Calvin aumeic Caltur durment
Jaan Cohan
Phie Edwards
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Advisory Risp Elight Cummungs KASIN MILLION

Ms. Kathleen Kacarba

Commission for Historical and Architectural Preservation 417 E. Favene Sirect, Room 1037 Baltimore, Maryland 21302

Dear Ms. Katarba:

The Eulie Blake Center fully endorses the Baltimetre Circ Heritage Management Plan

City development and tomism is a primary focus of many cellural invitations. We see the management plan as critical to the future development of Balamore City.

Sincerely.

Cana Murphy Kurphy

Friends of Maryland's Olmsted Parks & Landscapes

December 13, 2000

Kathleen Kortaba, Executive Director
Commission for Historical
and Architectural Preservation
Charles L. Benton, Jr. Building
417 East Fayette Street Suite 1037
Baltimore, MD 21202

Dear Ms. Kortaba.

I am pleased to write in support of the Baltimore City Heritage Area Management Planning Report. Representing an organization whose objectives include the protection, enhancement and appreciation of historic landscapes and green spaces nationwide, and in particular, Maryland's diverse Olmsted legacy, I am very pleased to have five Olmsted designed landscapes included in the Heritage Area. These include Patterson Park, Latrobe Park, Carroll Park, Druid Hill Park and, of course, the premier urban park in the nation, Mt. Vernon Place.

Beginning in the 1870's, Frederick Law Olmsted, Sr., the father of American landscape architecture, and later his two sons as the Olmsted firm, profoundly reshaped the urban Maryland landscape. By 1940, the Olmsteds and their associates had designed or planned at least 130 sites in Maryland, the vast majority in Baltimore City. These green spaces in Baltimore are destinations to be cherished and enjoyed by locals and tourists alike attracting visitors who will spend time and money in Baltimore City. Eco-tourism is increasing dramatically as the baby boomer generation has more time and expendable income.

FMOPL has been grateful for the opportunity to participate in the planning process of this exciting new venture. We are convinced this initiative will increase economic activity while protecting Baltimore's precious cultural and historical resources. It will further provide incentives for developing and protecting these same resources. Finally this effort will greatly expand our collective efforts to share our city and the pride we take in it to residents and visitors alike.

FMOPL hopes to continue to be included as a stakeholder as this project evolves in the future.

Sinderely.

Marianne Kreitner

Presdient



December 13, 2000.

Ms. Kathleen Kotarba
Commission for Historical and
Architectural Preservation
417 E. Fayette Street
Baltimore, Maryland 21202
VIA FACSIMILE 410-396-5662

Dear Ms. Kotarba.

This is to express Preservation Maryland's support for the Baltimore City Heritage Area Management Action Plan prepared by HRG Consultants, Inc. with the guidance of the Baltimore City Heritage Area Steering Committee.

The action plan provides clearly articulated strategies for enhancing, linking and promoting Baltimore's dense, historic, architecturally varied commercial and residential neighborhoods—from Union Square to downtown to Canton, Federal Hill to Marble Hill.

These places are the city's physical and spiritual heart, and are a source of much of the revenue the city needs to sustain and renew itself.

By building on Baltimore's strengths rather than consigning them to the rubble heap, the plan provides a blueprint for a more attractive and successful city.

Sincerely.

James C. (Jamie) Hunt

Development and Communications Director



December 14, 2000

Ms. Kathleen G. Kotarba, Executive Director Commission for Historical and Architectural Preservation 417 E. Fayette Street, Suite 1037 Baltimore, MD 21202 Via facsimile 4l0 396-56662

> RE: Baltimore City Heritage Area Management Plan

Dear Ms. Kotarba:

I am pleased to support the development of a Heritage Area in Baltimore City. The City only stands to benefit from the attention of statewide funding for the program, the eligibility for State historic tax credits of every property in the Heritage Area and the potential for increased tourism as a result of marketing of significant cultural and historic destinations. This is an important first step to preserving and promoting the heritage of Baltimore City and linking this with Mayoral initiatives of Main Street, Healthy Neighborhoods and the Digital Harbor.

Sincerely,

Robert C. Embry, Jr.

President



December 14, 2000

Planning Commission
Department of Planning
Charles C. Graves III, Director
417 East Fayette Street, 8th floor
Baltimore, Maryland 21202-3433

Dear Planning Commissioners:

I support the Baltimore City Heritage Area Management planning effort. The Heritage Area program for Baltimore City will undoubtedly help the City:

- Increase economic activity while protecting our heritage resources
- > Provide incentives for developing and protecting cultural resources
- > Improve pride in Baltimore

Thank you for your consideration.

Sincerely,

Daniel M. Lincoln Vice President

Tourism and Communications



December 14, 2000

Planning Commission 417 East Fayette Street Baltimore, MD 21202

Dear Commission Members:

The Mount Vernon Cultural District is pleased to support the proposed Baltimore City Heritage Area. We support the ideas of promoting discovery of Baltimore City's tourist attractions, especially those in Mount Vernon. We support fostering stewardship of the City's horitage resources by those who live here and those who visit. We support creating business and development opportunities that result from tourism. We support clean up and revitalization of other neighborhoods, as we are working to do in Mount Vernon. We support establishing a management structure to implement the vision for the Baltimore City Heritage Area.

Since 1996, the Mount Vernon Cultural District has been focusing on improving the public infrastructure in Mount Vernon, on bringing more people there to live or to visit, and on re-energizing the community with a sense of vitality and excitement. The institutions that make up the Mount Vernon Cultural District-Baltimore School for the Arts, Basilica of the Assumption, Center Stage, Contemporary Museum, Engineers Club, Enoch Pratt Free Library, Eubie Blake National Jazz Institute & Cultural Center, Maryland Historical Society, Peabody Library, Peabody Institute, and the Walters Art Museum—have tried to fulfill what is now being articulated as the mission of the Heritage Areas.

We urge the Planning Commission to adopt the proposed Baltimore City Heritage Area and forward to document to the State for Certification.

Sincerely



20. Wes Monument Street Bartomore, MO 21 201-4474 Circle 410 055-3 186 Fax (#40 345 2105 www.andiscorp

Labrier - Museum -Press - Public Programs

December 13, 2000

Dear Planning Commissioners:

The effort to create a Heritage Area in Baltimore City has my unqualified support. A Heritage Area will provide Baltimore's history resources the exposure and protection they require and deserve while increasing the economic benefit to the city. In addition a Heritage Area will provide incentives for developing cultural resources and increase civic pride.

I arge you to support the Baltimore City Heritage Area Management Plan.

Sincerely,

nnis A. Ajori

Director



DEVELOPMENT

December 14, 2000

Peter E. Auchincloss, Chair Baltimore City Planning Commission Department of Planning 417 E. Fayette Street, 8th Floor Baltimore, MD 21202

RE: Baltimore City Heritage Area Management Action Plan

Dear Commissioner Auchincloss,

I am writing in support of CHAP's Baltimore City Heritage Area (BCHA) Management Action Plan. Through adoption of the management plan, and certification by the State Authority, Baltimore can capture valuable capital project funding, state investment tax credits, Authority bond financing and technical assistance for use in protecting and promoting our city's heritage resources. I hope that the you and the Planning Commission will choose to adopt the BCHA Management Action Plan into the City Comprehensive Master Plan.

I am also writing to applaud the efforts of CHAP, and Camay Murphy and James Bond, the BCHA steering committee co-chairs, in insuring that the development of the management plan was both thorough and inclusive.

Sincerely,

Carl W. Struever

cc: Kathleen Kotarba, CHAP

· ////////////////////////////////////		
NAME & CHARLES C. GRAVES III, DIRECTOR AGENCY NAME & ADDRESS 417 EAST FAYETTE STREET, 8TH FLOOR	CITY of BALTIMORE	CITY OR
SUBJECT BALTIMORE CITY HERITAGE MANAGEMENT PLAN	MEMO	1797

TO

Ms. Kathleen Kotarba, Executive Director Commission for Historical and Architectural Preservation 417 East Fayette Street, 10th floor

This is to inform you that on December 14, 2000, the Planning Commission approved the Baltimore City Heritage Management Plan as part of the City's Comprehensive Plan. A copy of the staff report is attached.

If you have any questions contact Susan Williams, Current Planning Division Manager, on (410) 396-5171.

CCG/SW/jh

Attachments

Ms. Laurie Schwartz, Mayor's Office

Ms. Jeanne Hitchcock, Mayor's Office

Ms. Ruth Louie, Mayor's Office

Ms. Angela Gibson, Mayor's Office

Mr. Jim Hall, Planning Department

DECIR II ZUNG

DATE: December 15, 2000

CITY OF BALTIMORE

MARTIN O'MALLEY, Mayor



DEPARTMENT OF RECREATION AND PARKS

MARVIN F. BILLUPS, JR., D., Color DR. RACPH W. & JONES, JR. BUILDING 3001 East Drive - Druid Hill Pack, Baltimore, Maryland 21217

December 14, 2000

Peter Auchincloss
Chairman
Baltimore City Planning Commission
417 E. Fayette Street 8th Floor
Baltimore, MD 21202

Dear Mr. Auchincloss:

Thank you for this opportunity to comment on the Baltimore City Heritage Area Management Action Plan. I understand that the Plan is scheduled to be considered by the Baltimore City Planning Commission for approval in order for Baltimore City to proceed with seeking Certified Status with the Maryland Heritage Areas Authority.

Although I became Director only recently and have not as yet had a chance to fully review the document, my staff has reviewed the plan and has recommended its approval to me. The plan recognizes a multitude of resources and opportunities that will support a vital heritage area initiative for the City of Baltimore. I am especially pleased that several of our major parks are included in the proposed Certified Plan area, a strong testament to the Olmsted influence on our park system and Baltimore's heritage.

Therefore, I support the concept of the Baltimore City Heritage Area Management Action Plan. Once I have had a chance to review the plan in its entirety, I expect to forward to you and the Baltimore City Commission for Historical and Architectural Preservation a formal letter of approval and support. Should you have any questions, please contact Michael J. Baker, Chief of Parks and a member of the Heritage Area Steering Committee, at 410-396-7931.

Sincerely, havin F. Bulups on MB

Marvin F. Billups, Jr.

Director

MFB/MJB/mb

c: Laurie Schwartz, Deputy Mayor
David E. Scott, Deputy Mayor
Kathleen Kotarba, Executive Director, CHAP
Michael J. Baker, Chief of Parks

The development of the Baltimore City Heritage Area Management Plan has proceeded on a parallel and connected track with the development of the Comprehensive Plan. This action meets Goal Two in the Culture and Heritage chapter of draft PlanBaltimore! which states: "Maximize the economic potential of heritage tourism for Baltimore City and its residents and preserve Baltimore's cultural and heritage assets". The first Action Step listed within this goal states: "Complete a Baltimore City Heritage Area Management Plan and adopt it as part of the City comprehensive plan".

Adopting the Heritage Area Plan will be an major step in beginning to detail and implement Baltimore's Comprehensive Plan.

ANALYSIS

Developing boundaries was one of the major tasks of the City's steering committee. To focus the Heritage Area program, an area was created within the City of Baltimore that included almost all of the potential tourist destinations. This area included most of the old, inner third of the City, the City's major large parks, and several outlying stream valleys and historic suburbs. This area, which was presented in the original application to the State, was approved, and became the Recognized Heritage Area.

The State asked for a more concentrated area to be developed for this final plan. The original boundaries have been tightened to include only those areas with more dense tourist attractions. This new area includes most of the inner city parts from the original boundary and corridors along seven of the City's Gateways and Seenic Byways to link that central area to the City line and rest of the State. This planning area, once adopted by Planning Commission and the State, will become the Certified Heritage Area.

Within the boundaries of the Certified Heritage Area are another set of even more focused zones. The nine Target Investment Zones are specific priority areas within the Certified areas. These are the zones where the Heritage Area Management team will attempt to attract significant private investment.

The City has now completed the Heritage Plan and is asking for the Planning Commission to adopt it as part of the Comprehensive Plan so that it can then be approved at the State level and the benefits to the City's Heritage Tourism business can begin.

Heritage tourism is good business. Successfully preparing many parts of the City to attract and delight heritage tourists can help bring the restoration and renovation of many of Baltimore's most beautiful buildings, the stabilization of property values, an increase in public safety, and the addition of jobs within the nearby blocks and neighborhoods.

Heritage tourism has the potential to be big business. This year more than 13 million people, spending more than \$2.7 billion dollars, will have visited Baltimore for business and leisure travel. Heritage tourism is a growing part of the nation's tourism industry. Growing heritage tourism in Baltimore will help parts of the City beyond the Inner Harbor reap the economic benefits of tourism, help bring new tourists to the City, help

Baltimore attract repeat tourists, and help lengthen the stay of tourists who now only visit the Inner Harbor.

This plan details the steps needed to build this business city-wide.

The Plan proposes a whole series of Heritage Area-Wide goals and action steps. A small management team will be created to continue to expand the collaboration among the stakeholders that was begun in the process of developing the Plan. With the Planning Commission adoption of this Plan "as part of the City's Comprehensive Plan", the Maryland Heritage Areas Authority will be able to certify Baltimore's Heritage Plan. This certification will allow Heritage Tourism projects within the Heritage Area to receive significant tax benefits and to apply for State grants to help implement the recommendations set forth in the Plan.

With the adoption of this plan and the creation of a management entity within City government, the building of coalitions among tourist attractions will continue; more of Baltimore's best old buildings will be renovated and restored; and State funds and tax credits will be available to leverage local and private dollars needed to attract and retain the Heritage tourist and the dollars they will bring with them into the City.

CHARLES C. GRAVES III

Director

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